CANADA/NEW BRUNSWICK
REGIONAL ECONOMIC
DEVELOPMENT AGREEMENT

ENTENTE CANADA/NOUVEAU-BRUNSWICK
SUR LE DÉVELOPPEMENT
ÉCONOMIQUE RÉGIONAL

Labour Market Challenges

Results of the Phase II Consultation with Employers, Job Seekers, and Other Labour Market Stakeholders

Report to the Steering Committee

June 2000

This publication is funded under the Canada/New Brunswick Regional Economic Development Agreement (REDA). The Agreement is administered for the federal government by the Atlantic Canada Opportunities Agency (ACOA) and for the provincial government by the Regional Development Corporation (RDC).

Cette publication est financée en vertu de l'Entente Canada/Nouveau-Brunswick sur le développement économique régional (EDER). L'Entente est administrée pour le gouvernement fédéral par l'Agence de promotion économique du Canada atlantique (APECA) et pour le gouvernement provincial par la Societé d'aménagement régional (SAR).

New Nouveau
Brunswick

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I. Background

A. Purpose of the Consultation

Over the past number of months, senior officials from both the Province of New Brunswick and the Government of Canada have discussed concerns regarding inefficiencies in the functioning of the labour market, and the potential of adverse impacts on the Province's economic development caused by gaps in matching supply and demand. In February, 2000, these senior officials established a Steering Committee including representatives from: the Regional Development Corporation; Economic Development, Tourism and Culture; Human Resources Development and Housing; Labour; Education; the Atlantic Canada Opportunities Agency; and, Human Resources Development Canada. This committee, with the assistance of three facilitators, held a series of focus groups throughout New Brunswick to consult with front-line staff having day to day contact with employers, employees and job seekers. The objective of this consultation was:

- **To identify key issues having an impact on matching people and jobs (both demand and supply side issues) and to generate potential solutions to these issues. An emphasis was placed on identifying those issues that could be dealt with in an eighteen-month timeframe.**

A report on the findings of that consultation (Phase I) was submitted to the Steering Committee in March, 2000 and in turn forwarded to the group of senior officials.

The senior officials then requested the collection of additional information from employers, job seekers and others in the Province, related to their experience in matching people and jobs. The Steering Committee launched this project (Phase II) in mid April, 2000. The objective for the Phase II project was identified as:

- **To consult with a number of additional labour market stakeholders including: employers; employer associations; potential employees; employee organizations; recent hires; underemployed persons; and education/training organizations to: a) identify what they see as issues having an impact on matching people and jobs, and b) to generate their ideas for potential solutions.**

It was thought that with information from all parties involved in the effort to match people and jobs, some suggestions for improving the process would emerge and could be acted upon.

B. Methodology

The Phase II project began in mid April 2000, with the expectation that a final report including potential solutions identified would be delivered to the Steering Committee by early June, 2000.

The three consultants involved in Phase I were retained for the Phase II project and they met on two occasions with the Steering Committee to reach agreement on the consultation process and the questions to be asked during interviews. In addition Patricia Brown-MacKenzie of the Regional Development Corporation provided regular guidance and support to the project and the consultants.

The plan for data gathering included the following contacts:

Phase II Consultations

Name of Organization	Type of Organization	Number of People/Companies Involved	Method of Data Collection
Labour Force Development Board (LFDB) (Small group to pretest questions)	Labour/Business/Education and Training/Youth and Equity Groups	5	Focus group
Employment Assistance Services	Job Seekers--Moncton	11	Focus group
Employment Assistance Services	Job Seekers-Campbellton	7	Focus group
Transition to Employment	Job Seekers-St. Stephen	11	Focus group
Employees Seeking Advancement	Fredericton	5	Focus group
Employees Seeking Advancement	Campbellton	2	Focus group
Recent Hires	Miramichi	6	Focus group
Remaining members of the LFDB	Labour/Business/Education and Training/Youth and Equity Groups	19	Telephone interviews
Additional Organizations--Business	Salmon Growers Association	1	Telephone interview
Additional Organizations--Education and Training	Student Services and Placement Offices	3	Telephone interviews
Additional Organizations--Youth	Youth Councils (French and English)	2	Telephone interviews
Additional Organizations--Aboriginal	Employment and Equity officers for On and Off reserve Aboriginals	3	Telephone interviews
Additional Organizations--Other	Human Development Council and Jobs Unlimited	2	Telephone interviews
Sector Organizations--Call Centers	Call center companies	2	Telephone interviews
Sector Organizations--Plastics	Plastics manufacturing companies	2	Telephone interviews
Sector Organizations--Metalworking	Metalworking companies	2	Telephone interviews
Sector Organizations--Information Technology	Information technology companies	2	Telephone interviews
Sector Organizations--Textiles	Textiles companies	2	Telephone interviews
Sector Organizations--Value Added	Value added companies	6	Telephone interviews
Site Locator	Company that assists other locate an appropriate site for their business	1	Telephone interviews

Name of Organization	Type of Organization	Number of People/Companies Involved	Method of Data Collection
Potential Investor	Company that did not choose to locate in NB	1	Telephone interviews
Department of Training and Employment Development -Client Companies	Companies having used the Partners Program	17	Telephone interviews

In total, the number of people interviewed in Phase II, either in focus groups or individually, was 112.

All telephone interviews were preceded by a fax from a government agency. Each fax was signed by an official known to the recipient, and included the questions to be discussed during the interview.

Note: The companies which had participated in the "Partners" program offered through Training and Employment Development, were asked five questions in addition to those asked of other employers surveyed. The information from the additional companies, generated by the first 12 questions on the questionnaire, is integrated in the findings reported in Section II: Areas for Priority Consideration. The data collected from the additional five questions posed to these companies is summarized in Section III: Analysis of the Department of Training and Employment Development Questions.

On June 6, 2000, the consultants submitted to the Steering Committee a draft report on the Phase II research.

Appendix "A" of this report contains the questionnaires used with each group of stakeholders.

Appendix "B" is in two sections. Section I is a summary of the key challenges and potential solutions developed by the interviewees and the consultants as a summary to their discussion. Section II contains the interviewee's actual response to the questions. As the questions are not repeated in Appendix B, the reader may wish to refer to the appropriate questionnaire from Appendix "A" as the responses are reviewed.

II. Areas For Priority Consideration

This assessment, by the consultants, takes into consideration the priority challenges and potential solutions noted in Appendix B, plus ideas that were not captured in the summary, but were important during the discussion with the focus groups/interviewees.

The priority areas are organized around six major themes noted in Table 1. Also included in the table is an indication of which stakeholders gave a priority rating to a specific topic. The categories of "employees" and "employers" referred to in the table also includes their associations and organizations. The Phase I column indicates that this challenge (or something similar) was also identified during the Phase I process. The challenges are presented in the order of the process that may occur as a person enters and then continues in the work force. In the write ups, the major challenges identified by those interviewed are outlined. They are followed by possible options for consideration in the preparation of an action plan.

Table 1. Key Challenges by Stakeholder Group

Key Challenge Areas	Employees	Employers	Trainers & Educators	Phase I*
A. Education and Training	✓	✓	✓	✓
B. Workplace Readiness of Employees	✓	✓	✓	✓
C. Information	✓	✓	✓	✓
D. Employer Practices	✓	✓	✓	✓
E. Supports to Employers		✓		✓
F. Inter-Department Roles/Mandates	✓	✓	✓	✓

*The information gathered from focus groups with front-line staff of government departments and agencies.

Many of the challenges listed in the following paragraphs will not be new to those active in the Labour Market field. The work is concentrated on identifying suggested options to deal with the issues. The options are a combination of the many potential solutions and best practices the consultants heard, with the addition of their assessment and experience in this area.

A. Education and Training

Challenges Identified

This topic is addressed first, not because it received the most number of comments (although it received many) but more because it is the area where an individual receives his/her grounding for the world of work. As individuals progress through the public school system and perhaps on to post-secondary education they move from the basic skills to a more and more specialized set of skills that they may utilize throughout their working life. It is also at this stage that the individual (hopefully) comes to the realization that this acquiring of knowledge and skills will be a life long process and determines how best they learn. The preparation received here no doubt has an impact on the way individuals cope with their life and career choices and is of key importance to what comes later in the work place.

Both employers and employees pointed out what they felt were shortcomings in the current education and training system. The shortcomings included:

- the lack of information available to schools and training institutions related to the trends in the workplace and the types of skills needed in the future;
- an apparent lack of communication between Universities and Community Colleges and the inability to move freely from one to the other with credit for the work already completed;
- lack of support for continuing education/training of staff who have been in the workforce for some time and whose skills may have become redundant;
- the inability to validate an individual's knowledge and skill attained both at training institutions and through work experience; and
- the difficulty to train "just in time" and in adequate numbers to meet the needs of the Province, considering economic growth, mega-projects and the maintenance of existing businesses without overstocking the market, leading to unemployment for some.

Employers and employee organizations also pointed out the difficulty for Community Colleges to maintain state of the art equipment and machinery for training skilled staff. They went further to note the system must maintain constant contact with business/industry to keep up to date on the fast paced change taking place in many areas.

Counsellors in schools and individuals involved in career placement centers at Universities and Community Colleges indicated they are "not in the loop" when it comes to information related to what changes are occurring in the work place. They also indicate great difficulty in trying to determine the occupational areas that will create real career potential for their students into the future. This lack of information makes it very difficult to provide meaningful information to those they are expected to "guide" into the future. They noted these decisions have to be made from 4 to 8 years before the individual graduates.

Some pointed out the dilemma of trying to work in union shops where you must be a member of the union in order to work, however to be a member of the union you must have a job and experience in the skill area or be an indentured apprentice. Often unions will not take new trainees until all their current members are working.

Some interviewees, both employers and employees indicated the requirements to be accepted into some Community College courses are currently too high and it eliminates otherwise very good candidates. An example given was requiring grade 12 for all trades training. Additionally many experienced workers do not mind starting from their current base and learning new skills, but find it difficult to return to school for something they think they now know or may not need in the career they wish to pursue.

Many job seekers indicate they would prefer to be involved in some form of skill building or re-training when on Employment Insurance or Income Assistance. They indicated the longer they are away from the workplace and receiving rejections from employer after employer, the lower their self esteem sinks.

Some of those interviewed were concerned about the absence of industrial arts programs in the public school system. Their main concern was that students do not get exposed to this area as a possible career avenue. The employers also thought this may be a real opportunity of utilizing their knowledge of the workplace in working with the school system to design a program that is up-to-date and meshes with the needs they see for the future.

Some employers indicated, that due to the competitiveness of their industry, they often do not cooperate as much as they should to share the cost of bringing in top named individuals in the industry to up-date their staff. Many thought government could play a role as a catalyst to encourage this type of activity to occur.

Some employers identified the difficulty experienced by staff who grow up in an area, become supervisors of neighbors, relatives and friends in the work place and, among other things need to discuss performance issues with them. Many have never been exposed to management skills training other than by role models on the job. Exposure to a broader set of supervisory and management skills is needed.

The lack of focus on entrepreneurship in the standard education system was also thought to be an impediment to the New Brunswick work force. Even if the individual does not start a new business, once they understand the dynamics at play in the free enterprise model they may have a better understanding of the business owners for whom they may one day work.

There was great enthusiasm for the co-op education, job exposure method of learning to many more areas than it currently applies. This process is perceived as an excellent opportunity for the learners to understand what the world of work is all about, learn new skills, begin to have to make their own way in a work group, assess the appropriateness of this type of work as a career pursuit and experience the discipline of reporting to work on time and completing assignments as requested. From the employer's perspective it is an excellent opportunity to screen candidates for later consideration for hiring full or part time.

Options

The following options are presented for consideration.

- Re-evaluate the entrance requirements to many of the trades/skill programs of Community Colleges -- particularly the grade 12 requirement to access trades training. Perhaps a set of realistic capability and skill requirements could be developed and the candidates assessed against these capabilities. Candidates may have obtained the capability from places other than formal school. This approach gives credit to life long learning and experience gained rather than only "school" learning.
- Establish improved communication links between the industry and the training institutions. This has to take into consideration the lead time required, the specific, minimum knowledge and skill a job entrant requires, the shortest possible training/learning time, the methods of finding the most up-to-date equipment for learners to work on (in plant training might be appropriate in some cases), and the commitment to hire/assess the candidates upon completion of the training.

- Utilize the co-op, job exposure, apprenticeship concept in every possible education and training program where it is feasible.
- Initiate a process to return the industrial arts programs to some public schools in each district.
- Develop and implement a system of crediting Prior Learning Assessments that an individual could take responsibility for and which would accompany them throughout their career.
- Reinforce the discussion between Universities, Community Colleges and other training institutions to seek ways of providing credit for courses taken when an individual moves from one institution to another.
- Develop mechanisms, with employers, for utilizing the Community Colleges and other facilities for the provision of short and longer term upgrading courses for those who have been in the workforce for a significant period of time or for those in business/industry where change is having a large impact and skills are becoming redundant.
- Assist employers in the technology areas (and other areas) find high profile trainers/educators in specialty areas for short (one day to one week) courses and seminars. Perhaps with government assistance to start the process and help the industry organize to carry on this practice on its own.
- Find ways of keeping career counsellors and placement staff in Universities, Community Colleges and other training institutions up-to-date on the latest Labour Market Information. This information should include trends by sector, expected employment opportunities, growth areas, areas diminishing as career opportunities, and expected entry knowledge and skills.
- In addition to traditional training courses for stepping in to supervisory/management positions, consider supporting employers with job placements (for experience and learning) for some of their key staff who may advance to supervisory/management positions. This may take the form of the individual moving, on assignment, to a larger organization to gain supervisory and human resource management skills.
- Expand the concept for assisting new companies coming to the province or those expanding by providing a recruitment, screening and initial training package to ensure a work-ready labour force. This process is currently being applied in the Call Center sector with some success. It allows for both the applicants and the employer to assess the potential of working together.

B. Workplace Readiness of Employees

Challenges Identified

The preparedness of the labour force is deemed paramount to making New Brunswick competitive in the decisions of new enterprises to locate here, or in the decision to expand indigenous businesses here or elsewhere.

Considering the key nature of the issue there are a number of challenges to be addressed aggressively and with the application of some imagination. Some of these challenges are generic to labour market preparedness, and would be issues in many jurisdictions. Some are unique to the circumstances in this Province and/or the way government has chosen to act upon such issues in the past.

Employers when describing the most highly desirable characteristics sought in new employees, indicate foremost the obvious--the evidence of the formal skill training or education necessary to perform in the position available. This is generally evident in the form of a diploma, certificate, accreditation, degree or whatever.

However, in lieu of academic credentials or in addition to such credentials, employers seek individuals with two perceived strengths:

- the ability and willingness to learn; and
- the right attitude.

It is on the second dimension -- the attitude, that many potential employees are found wanting. According to employers and prospective employees, generally there are too many employees who present themselves inappropriately as job candidates. They are said to offer and (subsequently reflect) little pride or respect for the dignity of work, and little concern for the quality or reputation of their product and their employer. Nor is there any respect for the challenges of competitive commerce and the demands upon the owners and managers of the enterprise. Indeed, many of the lower level job applicants and incumbents are felt to be lacking in even the basics of appropriate life skills, literacy, hygiene and dress code, on-time commitment, etc.

Similarly the worker expectation is thought to be too high in the opinion of employers, with salary and benefit expectations too often beyond the capacity of the enterprise to afford without distorting the wage structure within the existing work force.

Additionally, and with particular reference to those leaving Employment Insurance and Income Assistance for workplace experiences, some employers expressed the view that these individuals have developed a "pay me for my time" mentality that does not equate remuneration to results or productivity, but reflects the attitude that "money is due to me because I'm here to collect it".

From another perspective, some individuals interviewed indicated they had been involved with the Employment Insurance and Income Assistance systems during the course of their life and had only begun to make real progress when they "lucked" into finding an excellent, capable counsellor who was prepared to take risks with the programs and support them in their skill and job-readiness preparation. Some of these people now operate successful businesses of their own or are valued employees of firms.

Employers do recognize (and employees emphasize) the disincentives to labour force entry with the loss of the social "safety net" (health card, day care subsidy and transportation subsidy) which relegates the "working poor" to a lower financial status than the recipients of government support programs. Yet dependency on the support programs fosters depressing, perpetual loss of self esteem that undoubtedly is reflected, in turn, on the perceived "job readiness' as described by employers, and the way people present themselves for work opportunities. Employment Insurance and Income Assistance compete with employers for the time of workers and lead to a Catch 22 situation.

Several employee organizations also noted that some government policies can have a direct impact on low income earners as they try to maintain a job and make an independent living. Some of those identified were:

- lack of adequate day care -- some low paying jobs require short term, shift work and often day care is not available 24 hours per day;
- minimum wage is too low and those coming off Employment Insurance or Income Assistance to a minimum wage job cannot make ends meet;
- the inability to use a health card during the transition period;
- people on Income Assistance cannot live together to reduce costs;
- transportation to community access centres, employment centres, and jobs is too costly;
- inability of the system to respond to all the demands for literacy and upgrading training; and
- a lack of dialogue between the low income earners and those who design programs to help them can lead to programs that do not meet the needs.

When issues of mobility (getting workers to where the jobs are) is a further complication, then the challenge is daunting indeed. Mobility is typically described in the narrowest of contexts--bus or car transportation to the work site at affordable rates. But mobility is only one factor in a broad package of salary, benefits and opportunity represented by a job, as are other factors of affordable housing, culture shock, etc. Simply put, when the salary and benefits package is lucrative enough there is no mobility issue that the job seeker cannot handle him/her self; witness the exodus of professional and highly skilled people from the province and region.

While some level of government intervention is desirable, other interventions are thought to be misdirected and inappropriate. The use of term make-work projects, as an example, is perceived as doing more to perpetuate the cycle of dependence than to interrupt it. Also employers see this as direct competition for the workers time, as noted above.

Options

The following options are presented for consideration.

- Pursue opportunities to have students spend time in real work places during their education/training, and encourage association/mentorship with older workers.
- Expand the "job seeker club" concept to all people drawing Employment Insurance and Income Assistance (for whom it would be appropriate). This should include Equity, Aboriginal, Disabled and minority groups (integrated into the groups). The training sessions should incorporate such things as:

  -job search techniques

  -resume writing

  -how to present yourself at an interview

  -beginning salary expectations

  -personal values and their relationship to the values of workplaces

  -team-work concepts

  -quality service concepts

  -continuous learning and taking responsibility for your own learning

-the supports that entrepreneurs need to succeed

- Job seekers also need continuing supports after the initial training. This includes a place to make copies of résumés, make phone calls, get quick advice from a counsellor, discuss options, and generally, a chance to keep themselves from getting discouraged during their job search.
- Seek ways of promotion of the values of work at the community and local level in order to modify attitudes concerning work.
- Volunteering adds experience on a job seekers resume. Consider paying a stipend (government) to encourage "real world" experience through volunteering. Community work should not be thought of as a penalty but as an opportunity to be productive and apply their talents and skills.
- Improve the provision of information from government agencies to those drawing Employment Insurance and Income Assistance about resources and information available to assist them in returning to the workplace, including: job seeker clubs; information on job openings; labour market information; transportation allowances; where to access training; how to network with employers; job fairs etc.
- Find means to assist the "working poor" as they attempt to make the transition from Employment Insurance or Income Assistance to the world of work. This might involve provision of health cards, training allowances, subsidized daycare, subsidized transportation, etc.

C. Information

Challenges Identified

In this information age it is not surprising that many of the interviewees talked about this topic. There is surprising consistency in the information requirements that all stakeholders see as important to improve the job/person matching process. The key areas discussed in this section included:

- Information for matching people and jobs (Job Banks)
- Labour Market Information
- Business/Industry information exchange

One of the areas most identified was the inadequacy of the current "job bank" systems to really meet the needs of the stakeholders. Some systems have strengths and some are overly complex to utilize and keep up to date. However, there is overwhelming support for utilizing an electronic system that will ultimately meet the majority of needs. Many pointed to private sector systems that currently have from thousands to millions of job applicants in the data banks.

Employees pointed out that currently, to stay up to date on the job openings and enter their résumé, there about 30 sites that have to be visited regularly. The other side of this situation is that apparently only about 1/3 of all SME's currently have the capability to utilize the Internet in the daily operation of their business. Many employers interviewed either did not know about NB Job Net or had never used it. They either did not have computer access or did not think it would be worth their time when searching for a new employee. Some past users of Job Net said it is now out of date and a decision needs to be made on its future. Employers in highly specialized (often technology) areas indicated they would probably continue the practice of using applicant search organizations due to the relative scarcity of the high level of engineering or computer skills needed. Along with this, many jobs are currently filled by word of mouth and through existing employees identifying potential candidates.

Job seekers, particularly those who have been out of work for a substantial period of time may not have access to a computer or means of transportation to get to access centers to search the net every day. They also indicate that the government offices they have to visit are often scattered in larger centers and they lack one location where they can get the information and support they need to be successful in their job search. Special mention was made of the high value of the job search/transition to work courses being sponsored by the government.

Some employer organizations indicated they are now much more specific in their recruitment campaigns. Rather than a shot gun approach to getting information to the general public, they now determine ahead of time the most likely target group from whom they may find applicants and get information to them in a variety of ways. This includes selecting the most appropriate media to reach the type of candidate needed -- is it the Internet, the newspaper, radio, or contact with government counsellors who can notify their clients personally? In other words, most employers think that a single system of job posting will probably not work as successfully as being sure of the target group and then selecting the media most likely to reach this group. This can have implications for Equity groups, Aboriginals and other minority groups.

Many do not see the relevance of Labour Market Information (LMI) or do not know how to make the best use of it. Several employers indicated "do not send me twenty pages of something I will never read--summarize it into one page that is relevant to my business and I will make some use of it"

One Site Selector interviewed suggested that the Province look to the Labour Market Information standards currently evolving in the United States and at the Federal level in Canada. (Investment Partnerships Canada). The intention behind the standardization of LMI is to work toward providing similar information on many jurisdictions in support of intra-provincial, inter-provincial and international decision making. Locally, employers may use a standard set of information to assess local labour markets, participation rates, etc., as they make expansion decisions.

Firms external to the Province will use the information for site location when comparing several alternatives.

Labour Market Information is also a very important tool for identifying large projects scheduled for construction in the Province and allows for the assessment (Human Resource Planning) to ensure the supply of skilled workers will not only meet the needs of the projects but also allow for enough workers to carry normal activities and regular projects. The construction industry points to the current dilemma of so many skilled trades workers being tied up on the major refinery expansion that it is having an impact on the scale of construction activity. Who has the responsibility to carry out this type of large scale human resource planning and activate the necessary training plans to cope with any shortages that may occur? This same concept can be applied to the Call Center or Information Technology or any sector. The challenge is to start the process early enough that if training is needed, it will be timely enough to meet the needs of industry and thus the Province.

Educators and trainers are looking for ways to get specific information related to "what it is like to work in certain areas" to their students. On the other hand employers, during this project, indicated a real willingness to come to schools and universities to talk about the needs of their industry/sector and what a job in that area entails. Job fairs were identified by both employers and job seekers as an excellent opportunity for this exchange of information to occur. Having so may employers together in one spot at one time is a real time saver to job seekers in their information collection and résumé distribution process. Also, employers have an opportunity to provide information that allows the job seeker to self screen the appropriateness of this type of work in relation to their career interests.

Options

The following options are presented for consideration.

- Continue to develop the electronic job bank concept. Some of the ideas related to this topic follow:
    - ❖ Consolidate the many job banks into one, or at least provide the capability to search from one site.
    - ❖ Provide the capability to sort the information into components that are valuable to employers. This could include jobs by region, types of occupations, skills and level and basic experience information.
    - ❖ Voluntary participation by job seekers who must update their résumés at frequent intervals or be purged from the data base.
    - ❖ Have a category for upcoming graduates (or unemployed recent graduates) from education/training institutions and have it searchable by specialty area (i.e. Engineers, Computer Analysts, Electronic Technicians, Auto Mechanics, etc.)
    - ❖ Consider major private sector involvement in the project. This could vary from consulting with the private sector in the design and operation to actually having the private sector develop and operate the system and charge a fee for service.
- Identify LMI needs of business/industry, with the private sector and provide sector specific information via the Internet or other easily accessible means.
- Ensure New Brunswick (if not now) is in the forefront of the development of standardized LMI .
- Form stronger partnerships between schools, colleges and universities and the private sector in sharing information on various sectors of the economy. The objective would be to provide more information to students about career possibilities at a time when they are making this important decision.
- Job fairs have great potential to link employers and job seekers. However sponsors would benefit from having an overall plan for their implementation. The plan should talk about the frequency, location, timing, themes at job fairs (sectors to be highlighted) recruitment of employers to be at the sessions etc.

D. Employer Practices

Challenges Identified

In this section, the human resource issues are viewed from the perspective of the employer. Many NB employers are self-taught entrepreneurs, operating within an evolving socio-economic environment, trying to optimise profit and maintain long-term viability.

Some of the dominant concerns identified, primarily among SME managers, include:

- difficulties in accessing an adequate pool of qualified workers (training and experience);
- a lack of attention given to the planning and conduct of an effective recruiting program;
- inadequacy of the minimum wage reward system and "competition" from safety net measures at that level of worker compensation and make work projects ;
- absence of objective productivity assessment and performance appraisal systems; and
- lack of long-term human resource planning capabilities and interest.

Demographics, accelerated technological change, and global markets will require much longer-term planning than the day to day reactive measures allowed by busy entrepreneurs.

One consequence of the lack of training in human resource practices is found in the form of unrealistic job descriptions that lead to advertisements emphasising the ideal or high end of the qualifications required. Others will advertise in such general terms that potential candidates are either misled or don't bother applying. The same employers complain of high turnover or lack of applicants. The human resource challenge is to ensure that employers have the right number of workers with the right skills at the right time.

The social considerations in recruiting and employing people are widely encompassing and at times will include: employment equity and minority group expectations; cultural differences affecting communication and team building; small town mentalities relative to innovation and an inability to have empathy with the entrepreneurial mindset; mental blocks about continuous learning, the effective integration of recent post-secondary graduates; and, the fear of losing control through regulatory changes, unionisation, etc.

Options

The following options are presented for consideration.

- Provide supports to SME's in human resource planning. This does not have to be on a grand scale but should address the following:
    - ensure adequate employees and not be overstocked for the foreseeable future;
    - ensure a plan for the required skills including supervisory and management skills;
    - address issues of high turnover;
    - review the demographics of the organization to ensure continuity for key positions;
    - develop realistic job requirements and create effective recruitment schemes;
    - identify the "right" mix of staff in the organization and conduct planned recruitment efforts to increase those underrepresented; and
    - ensure recruitment and selection methods are free of systemic discrimination.

- Sponsor seminars to discuss the following practices (among others) with employers:
  - quality service concepts;
  - applications of technology, including e-commerce; and
  - the relationship between the work climate and productivity.

E. Supports to Employers

Challenges Identified

The participation of employers in the realisation of social and socio-economic objectives is often the result of incentive measures by governments to either entice or compensate for such action. Comments concerning problems associated with such support measures included the following.

- Some entrepreneurs have become focussed on government program benefit maximisation rather than concentrating on profit optimisation.
- Programs to facilitate the integration of minority groups, physically and socially handicapped as well as the chronic unemployed into the workforce are in need of reconsideration and revision, as a result of exploitation of situations and other deviations from the intended objectives.
- Program descriptions and promotions are sometimes unclear. There is need for detailed information as to what firms, projects, locations, etc., are eligible, and the levels of program assistance.
- The range of qualifying activities, persons, locations, etc., is often considered too narrow, e.g. the wage subsidy applies to minimum wage level only.
- When working with government, there appears to be a lack of flexibility and decision-making delegation to front-line staff.
- Too much paper work, red tape and approval delays to make accessing some programs worthwhile.

On a positive note, the one-person contact and the pro-activity of many government staff members associated with regional development programs was applauded. These staff members become a source of information concerning a wide range of needed services for new or expanding companies. In some cases, government incentives serve as "bait" to provide diagnostic and other needed services to entrepreneurs (e.g. strategic and human resource planning, etc).

Options

The following options are presented for consideration.

- Assist in entrepreneurial development and in the training of existing and future generations of managers, supervisors, etc.
- Provide leadership in encouraging businesses which face similar challenges, to cluster and provide mutual support among themselves, as well as make representation to appropriate groups to further their objectives.
- Consider other methods of supporting employers as they hire inexperienced staff and take the time to orient them to the workplace. This may include tax incentives to such employers.
- Allow government front-line staff some flexibility to customize services to an individual person or company's needs – encourage innovation.

F. Inter-Departmental Role/Mandates

Challenges Identified

The direction of the Phase II project and the methodology that focused respondents partially on government "bureaucracy" and "red tape" invites negativism in an area that is already fraught with historical baggage. Although a number of critical comments are summarized below, it should be noted that such comments were often qualified by a word of praise for continuous improvement, recognition of strained and shrinking resources and generally attitudes of goodwill towards the staff of government, if not policy and programs.

Criticisms included the following.

Government departments are seen as working in silos and there is not a lot of cross-organization communication and understanding of the complex array of programs available to employers and job seekers. While it may be understandable that no one public servant would know all the programs available in both the supply and demand side of the labour market, it was thought everyone in the field should have knowledge of what is available and where to go to get more information.

Both employers and employees thought the time required to reach a decision on a proposal could be shortened and the red tape of application forms and approval procedures must be at a minimum for accounting purposes, if business/industry is going to utilize the programs.

Some employers reported being required to give the same or similar information to several parts of the government. They requested that these processes be streamlined to reduce any duplication in work they have to do.

The current restructuring of government services (and name changes of departments) is causing confusion among all. Special efforts to communicate the new roles and mandates, once things settle down, will be required.

Those interviewed also talked about the need for flexibly within and between programs and their approval criteria. In their collective minds it appeared every program came into being due to some specific situation and the eligibility criteria were designed for that situation. At this stage there are many programs with very limiting criteria (coupled with the fact that only the people in the department sponsoring the program fully understand the criteria) and it is difficult to determine which program accurately applies to which client (either employer or job seeker). Many discussed the possibility of dealing with the individual's problem and determining across all programs, how can we solve the problem, rather than "does the client fit this program's criteria?"

Equity groups, aboriginals, disabled people, new job entrants and those who have been out of the workforce for one reason or another face very specific challenges and require specific and personalized supports to reach their potential in today's work place. Each situation may be unique and may require a specific action plan. Many interviewees indicated that discrimination, either outright or systemic, is still active in the labour market.

There is a keen interest on the part of employers in being more involved in the planning and decision making around government programs that have an impact on them. They report that someone may consult them when a new policy or program is being formulated, however they may be very surprised when they see the final product announced by government.

Several employers and those in the training and education area pointed out the need for a longer term strategy for the labour market that would maintain a consistency of programming for a significant period of time. This, they thought would be more helpful than what they characterize as many, short term programs that come and go before they can be adequately implemented and assessed for usefulness.

Options

The following options are presented for consideration.

- Consider the development of a single point of contact for both the employers and job seekers. Employers or potential employers could access information (both federal and provincial) related to their needs. Job seekers would have all programs and counselling assistance available in one spot in a community.
- While evolving to the single point of contact, develop an overall strategy that links all programming together and creates direction that those working in various government organizations can clearly understand and pass on to their clients. This strategy has to ensure all labour market related public servants have at least a basic understanding of the various programs that are relevant to their clients, regardless of what federal or provincial agency has primary leadership for the program.
- Find ways of reducing the need for duplicate information from job seekers and employers by various government departments. For employers the "Enterprise New Brunswick" concept being explored by Service NB may be a step in the right direction.
- Determine government's role in stimulating opportunities for sharing "best practices" between employers
- Ensure individual job seekers have the option of obtaining personal services when they enter employment/counselling centers. Many reported they become frustrated when forced to interface with technology. In a good number of cases they may need assistance with a choice they have to make or some information they are trying to find. This should include creating flexibility for the counsellor to make programs fit the individual's situation rather than being restricted to assessing whether the person "fits" certain criteria.

- Wherever possible move the decision making to the local level with the appropriate policy guidelines. This should also include opportunities to involve all stakeholders in key decisions that affect them or their situation.

III. Analysis of Training and Employment Development's Additional Questions

Introduction

During Phase II, the Department of Training and Employment Development added 5 questions (Questions 13 to 17) to the telephone interviews for employers. A summary of the responses from 17 employers.

13. a) Do you hire persons who have recently graduated from post-secondary institutions? Why or why not? What would encourage you to hire (more) recent post-secondary graduates?

Summary:

Most employers said yes that they do hire recent graduates or would hire them if they had an appropriate job for them.

Others commented that they:

- hire students for summer jobs;
- like the idea that they can hire students and assess the individuals for full time employment upon graduation;
- would hire more graduates if they were available; and
- do not hire graduates as they will not work for minimum wage.

The only indications as to what would encourage employers to hire more post-secondary graduates were availability and opportunities to 'try them on" through job exposure projects and co-op programs.

13. b) Do you hire older (50 years of age and over) workers? Why or why not? What would encourage you to hire (more) older workers?

Summary:

Most employers said yes they do or would if they applied.

Other comments included:

- we are in the IT area and do not get many applicants over 50;
- we would hire them if they met the job criteria and applied;
- we would not employ more due to the hard physical work involved; and
- we hire them because of their experience and tendency to stay with the job and to care. They also bring maturity to the workplace and have a "calming" effect.

14. How do you use the Labour Market Information that is currently available to you? Is there additional Labour Market Information that would be of assistance to you? If yes, please explain.

Summary:

Of the 17 employers responding, 10 indicated they did not use Labour Market Information. The most common reasons for not using LMI were that they did not receive it or did not know it was available.

Other comments from those not using the information included:

- it would take too long to understand and probably not be useful;
- would only use it if it were in summary form and relevant to my sector -- not 20 pages;
- the information is useless unless there is a common bridge between job seekers and potential employers; and
- we don't use anything from the government.

Those that do use the Labour Market Information said they use it to assess their competitive position, to identify the availability of workers, structure training and to follow NB norms and regulations. Some employers equated Labour Market Information with Job Net and the IT Job Net and one employer asked for a regional job bank

The additional information requirements identified by a small number of interviewees included:

- need more studies on working conditions and anticipated labour force needs; and
- need timely information on the various programs available.

15. Further to question #5, do you do Human Resource Planning? If not, why not? What would encourage you to undertake human resource planning if you do not currently do this?

Summary:

Most employers interviewed do not carry out formal Human Resource Planning, and if it is carried out it is done by the owner/senior manager. Many equated HR Planning to recruiting. Many thought the job market is still open enough that they do not need to carry out sophisticated planning to recruit the staff they require.

The few employers that are carrying out Human Resource Planning are in the sectors that have experienced difficulty recruiting, such as the aquaculture and information technology sectors, or are part of a large organization which has a policy on HR planning.

A few employers indicated they would probably do more HR Planning if they had some training and supports.

16. What additional types of government services/employment programs would be of benefit to you?

Summary:

The question elicited a variety of responses ranging from one employer who thought the government is doing more than is needed now (and costing taxpayers too much) to the following suggestions:

- make it easier to hire part time staff;
- increase the grants to unemployed people to gain skills that are marketable in today's economy;
- provide personal counsellors to those on EI or IA to help them deal with the specific problems they are encountering in getting back into the workforce;
- have access to government programs through one contact;
- provide financial assistance for university graduates to gain work experience so the employers can assess their capabilities;
- target training for current and anticipated needs of the sectors;
- ensure there are employment centers;
- inform potential users of current programs and keep them up-to-date on any changes;
- provide special training in the silviculture trades;
- offer a program that would encourage trained and experienced people to mentor younger inexperienced staff;
- provide job training and money management courses at the junior high and high school levels
- encourage respect for the "dignity of work";
- provide training subsidies to small businesses – they have indicated that they would hire more staff if they had a training subsidy; and
- keep the "Partners" program going.

17. How could government and the private sector work together to better ensure a pool of job-ready individuals? (e.g., more/better Labour Market Information, co-op programs, work exposures, curriculum development, training, skill development, etc.)

Summary:

Most employers had something to say in response to this question. Comments included:

- maintain ongoing discussion with employers regarding their needs, similar to this effort;
- small businesses and their owners need a lot of support and skill building to make a success of the business -- how can government help;
- the job fair approach has been beneficial;
- we already partner with NB Community College and the NB Human Resource Development Department;
- governments must gain a better understanding of industry and vice versa;
- every stakeholder should participate in the job/worker matching process -- begin with schools; workplace exposure with the private sector etc.;
- identify the basic issues in the job matching process and mobilize communities, the business sector, governments and financial interests to address the issues in each region;
- provide personalized services to help rural job seekers find jobs;
- coordinate joint efforts to provide training and job exposure;
- continue or increase the "Partners" program; and
- all the examples identified in the question would be helpful if available thorough a single liaison person.

Overall there was resounding support for the "Partners" program. Employers see it as an excellent method of providing subsidized job exposure for job seekers while getting a person to carry out work in their organization and providing the opportunity to assess the individual for future work. The two areas of possible improvement they suggested were:

1. streamline the process as much as possible --a couple of employers said it would take them so long to complete all the paperwork required that they would lose money being involved; and
2. consider expanding the program to part-time employment.

IV. Relationship Between Phase I and Phase II Findings

Phase I of this project was completed in February and March of 2000. Phase I concentrated on front-line staff of the various federal and provincial government organizations dealing with employers and employees in the province. Phase I also included staff in Economic Development Commissions . This section reviews the findings from Phase I and compares them to the options identified in this project, Phase II.

The relationship between areas of concern emanating from the Phase I and Phase II research are noted in Table 2.

Table 2. The Relationship Between Issues Identified In Phase I and Phase II

Phase I Issues	Comparable Issues From Phase II
Issues around structure, roles and responsibilities	**Inter-Department Roles/Mandates**
Issues concerning the availability and accuracy of Labour Market Information, and the rationalization of data banks/systems;	**Information**
Issues related to the human resource planning and practices of New Brunswick employers	**Employer Practices & Supports to Employers**
Issues related to employee mobility;	**Workplace Readiness of Employees**
Issues about disincentives to labour market participation	**Inter-Department Roles/Mandates**
Issues related to employee competency and job market readiness	**Education and Training & Workplace Readiness of Employees**
Issues concerning individualized/personalized client services	**Inter-Department Roles/Mandates**

There is significant overlap between what public servants thought were issues in the labour market and what job seekers, educators, equity groups and employers see as issues. The following compares and contrasts the issues noted in Phase I and the reaction to those interviewed for Phase II.

A. Issues Around Structure, Roles and Responsibilities

This issue is presented by employers and job seekers as the need to coordinate the various programs across all government agencies. They refer to the fragmentation of programs and the lack of information shared between the various organizations involved. Also, when working with government, there appears to be a lack of flexibility and decision-making delegation to front-line staff.

B. Issues Concerning the Availability and Accuracy of Labour Market Information, and the Rationalization of Data Banks/Systems

At the employer, job seeker level they were less concerned about labour market information and more concerned about an effective method of matching vacant positions and available, qualified people. LMI, to be of value to employers will need to be very specific and relate to information needs identified in consultation with that group. Governments needs are related to using this information in setting policy directions. Potential investors require accurate LMI to assess New Brunswick as a possible location site.

C. Issues Related to the Human Resource Planning and Practices of New Brunswick Employers

Employers expressed concern about not being able to find people when they needed them. Most were unsure of the value of spending time planning for turnover, growth, retirements, etc. The impression is that it will take significant effort to sensitize most SME employers to the fact that it is turning from a buyer's market to a seller's market for skilled and capable employees.

Job seekers expressed this as employers not thinking through the real knowledge and skills they need in a new employee. In many cases they reported that the job they had applied for (and the advertised qualifications) seemed to be different than the job they actually were hired to carry out.

D. Issues Related to Employee Mobility

This was less of an issue with the Phase II interviewees. At the job seeker level it is more a level of pay challenge than subsidized travel that is important. This is more an issue for employers in areas of the province where the unemployment rate is low and a significant number of jobs are being generated. Mobility is affected by more than transportation costs as stated earlier.

E. Issues About Disincentives to Labour Market Participation

This issue is of high concern to both employers and job seekers. The challenge appears to be how best to utilize tax payer assistance to both employers and job seekers in their pursuit of, on one hand, a viable organization, and on the other, meaningful, reasonably paid employment. This issue is complicated by the number of programs available, unclear criteria for accessing programs, and the fact that several government agencies are involved in the administration of the programs. It is probably further complicated by the fact that the programs have been added in response to various lobby groups, perhaps with little consideration to an overall strategy.

F. Issues Related to Employee Competency and Workplace Readiness

This is a very important issue to both employers and job seekers. There are concerns about the directions of the education and college systems as they relate to preparing people for jobs. During the Phase I interviews, those involved with the school guidance function and placement staff in colleges and universities indicated they do not have the information about, or partnerships they need with, the private sector to be of most value to their students. Employers on the other hand are more concerned about the "attitude" of students coming to them for jobs.

G. Issues Concerning Individualized/Personalized Client Services

This issue was noted in both phases of the research. Job seekers feel they can more effectively problem solve around their unique situation with the assistance of a counsellor. While most can make use of the "job bank" information without hand holding, there are other job seekers who are very intimidated by the equipment and will need assistance to benefit from this valuable resource. Several spoke of experiencing frustration with the computers and actually leaving rather than being embarrassed by having to seek help. This issue is much like any other literacy issue in that who wants to be the only one who cannot cope with the new technology.

The issue seems to be much larger than this. Individuals have unique and sometimes difficult challenges keeping them from finding meaningful employment. The solutions are probably also unique to the person and not related to how they meet the criteria for a specific program. During the interviews with job seekers, employees and employers, who at one stage in their career were job seekers, several pointed out that the turning point for them was when an employment counsellor treated them as an individual and "stretched" the program criteria to provide the supports, training, concerned ear, etc. they needed at that time.

V. Conclusion

This project was initiated as a consequence of interest at the provincial and federal levels of government in determining what is now working in matching people and jobs and what needs to be improved. The sponsors are interested in what governments can do, but also what individuals and employers can do to improve the process and deal with labour market challenges.

In total (Phase I and II), nearly 250 people were consulted. In all cases the respondents were forthcoming with ideas as can be noted from the analysis above and the detailed record of responses found in Appendix B.

This report has identified a number of short and long term recommendations that if implemented would improve the job/person matching process. The challenge is to ensure that government works with those concerned when choosing and implementing the best alternatives. Many times throughout this consultation the consultants heard the complaint that "government consults but tends to forget us when they move to implementation and often our suggestions take a spin not anticipated".

Appendix A--Questionnaires

Following are the questionnaires used to conduct focus groups and telephone interviews during the collection of information for the Phase II project.

LABOUR MARKET CHALLENGES

QUESTIONS FOR JOB-SEEKERS

INTRODUCTION

Several Provincial and Federal government organizations are currently seeking information on what practices of job seekers, potential employers, and government departments are most helpful, and least helpful, in matching people to jobs.

We are seeking your comments on the following questions. Your answers, together with those of other respondents, will be summarized and used to improve the job matching process.

Individual-Related

1. What have been the most difficult challenges for you when seeking employment?
2. What information that you do not have access to, would be of most assistance in finding or retaining a job?
3. What should be the media for this information? (pamphlets, newspapers, information sheets, radio, television, internet, job banks, kiosks, IVR, etc.)

Employer-Related

4. What employer services assist job seekers the most in finding employment?
5. What policy or practices of employers get in the way of finding employment?
6. What areas of employer bureaucracy/red tape should be changed? Why?

Government-Related

7. What government services assist job seekers the most in finding employment?
8. What policy or practices of government departments or agencies get in the way of finding employment?
9. What areas of government bureaucracy/red tape should be changed? Why?
10. Were you involved with more than one government department at any one time when seeking employment? With what result?

ANY OTHER COMMENTS/SUGGESTIONS

Questions for Current Employees

INTRODUCTION

Several Provincial and Federal government organizations are currently seeking information on what practices of job seekers, potential employers, and government departments are most helpful, and least helpful, in matching people to jobs.

We are seeking your comments on the following questions. Your answers, together with those of other respondents, will be summarized and used to improve the job matching process.

Individual-Related

11. What were the most difficult challenges for you when seeking employment?
12. What information that you did not have access to, would have been of most assistance in finding or retaining a job?
13. What should be the media for this information? (pamphlets, newspapers, information sheets, radio, television, internet, job banks, kiosks, IVR, etc.)

Employer-Related

14. What employer services assist job seekers the most in finding employment?
15. What policy or practices of employers get in the way of finding employment?
16. What areas of employer bureaucracy/red tape should be changed? Why?

Government-Related

17. What government services assist job seekers the most in finding employment?
18. What policy or practices of government departments or agencies get in the way of finding employment?
19. What areas of government bureaucracy/red tape should be changed? Why?
20. Were you involved with more than one government department at any one time when seeking employment? With what result?

ANY OTHER COMMENTS/SUGGESTIONS

QUESTIONS FOR EMPLOYEE ORGANIZATIONS

INTRODUCTION

Several Provincial and Federal government organizations are currently seeking information on what practices of job seekers, potential employers, and government departments are most helpful, and least helpful, in matching people to jobs.

We are seeking your comments on the following questions. Your answers, together with those of other respondents, will be summarized and used to improve the job matching process.

Individual-Related

21. What have been the most difficult challenges for your clients or members when seeking employment?
22. What information that they do not have access to, would have been of most assistance in their finding or retaining a job?
23. What should be the media for this information? (pamphlets, newspapers, information sheets, radio, television, internet, job banks, kiosks, IVR, etc.)

Employer-Related

24. What employer services assist job seekers the most in finding employment?
25. What policy or practices of employers get in the way of finding employment?
26. What areas of employer bureaucracy/red tape should be changed? Why?

Government-Related

27. What government services assist job seekers the most in finding employment?
28. What policy or practices of government departments or agencies get in the way of finding employment?
29. What areas of government bureaucracy/red tape should be changed? Why?
30. Were you or your clients or members involved with more than one government department at any one time when seeking employment? With what result?

ANY OTHER COMMENTS/SUGGESTIONS

QUESTIONS FOR UNDEREMPLOYED WORKERS

INTRODUCTION

Several Provincial and Federal government organizations are currently seeking information on what practices of job seekers, potential employers, and government departments are most helpful, and least helpful, in matching people to jobs.

We are seeking your comments on the following questions. Your answers, together with those of other respondents, will be summarized and used to improve the job matching process.

Individual-Related

31. What have been the most difficult challenges for you when seeking permanent, full-time, or more satisfying employment?
32. What information that you do not have access to, would be of most assistance in finding such a job?
33. What should be the media for this information? (pamphlets, newspapers information sheets, radio, television, internet, job banks, kiosks, IVR, etc.)

Employer-Related

34. What employer services assist job seekers the most in finding permanent, full-time, or more satisfying employment?
35. What policy or practices of employers get in the way of finding such employment?
36. What areas of employer bureaucracy/red tape should be changed? Why?

Government-Related

37. What government services assist job seekers the most in finding permanent, full-time, or more satisfying employment?
38. What policy or practices of government departments or agencies get in the way of finding such employment?
39. What areas of government bureaucracy/red tape should be changed? Why?
40. Were you involved with more than one government department at any one time when seeking permanent, full-time, or more satisfactory employment? With what result?

ANY OTHER COMMENTS/SUGGESTIONS

QUESTIONS FOR EDUCATORS AND TRAINERS

INTRODUCTION

Several Provincial and Federal government organizations are currently seeking information on what practices of job seekers, potential employers, and government departments are most helpful, and least helpful, in matching people to jobs.

We are seeking your comments on the following questions. Your answers, together with those of other respondents, will be summarized and used to improve the job matching process.

Individual-Related

41. What have been the most difficult challenges for you in preparing individuals for employment?
42. What information that you do not have access to, would be of most assistance to you in advising your students in finding a job?
43. What should be the media for this information? (pamphlets, newspapers, information sheets, radio, television, internet, job banks, kiosks, IVR, etc.)

Employer-Related

44. What employer services assist your students or graduates the most in finding employment?
45. What policy or practices of employers get in the way of their finding employment?
46. What areas of employer bureaucracy/red tape should be changed? Why?

Government-Related

47. What government services do you think assist job seekers the most in finding employment?
48. What policy or practices of government departments or agencies get in the way of students or graduates of finding employment?
49. What areas of government bureaucracy/red tape should be changed? Why?
50. Are you aware of your students or graduates being involved with more than one government department at any one time when seeking employment? With what result?

ANY OTHER COMMENTS/SUGGESTIONS

QUESTIONS FOR INDIVIDUAL EMPLOYERS

INTRODUCTION

Several Provincial and Federal government organizations are currently seeking information on what practices of job seekers, potential employers, and government departments are most helpful, and least helpful, in matching people to jobs.

We are seeking your comments on the following questions. Your answers, together with those of other respondents, will be summarized and used to improve the job matching process.

Individual-Related

1. What have been the most difficult challenges for you when seeking individuals to fill vacancies in your organization?
2. What is your assessment of the job-readiness of applicants, considering such factors as job skills, general knowledge, interpersonal skills, interview readiness, etc.?
3. What information that you do not have access to, would be of most assistance in finding or recruiting employees?
4. What should be the media for this information? (pamphlets, newspapers, information sheets, radio, television, Internet, job banks, kiosks, IVR, etc.)

Employer-Related

5. What actions are taken by your company to ensure that you will be adequately staffed in the future? (e.g., salaries, benefits, training, other human resource planning, etc.)
6. Which of your efforts have been most helpful in assisting you to find and retain employees?
7. What policies or practices of your organization get in the way of recruiting or retaining employees?
8. What areas of bureaucracy/red tape within your organization should be changed? Why?

Government-Related

9. What government programs/services assist employers the most in finding employees?
10. What policy or practices of government departments or agencies get in the way of finding employees? (For example, short-term make-work projects, etc.)
11. What areas of government bureaucracy/red tape should be changed? Why?
12. Were you involved with more than one government department at any one time when seeking employees? With what result?

Other

13. a) Do you hire persons who have recently graduated from post-secondary institutions? Why or why not? What would encourage you to hire (more) recent post-secondary graduates?
    b) Do you hire older (50 years of age and over) workers? Why or why not? What would encourage you to hire (more) older workers?
14. How do you use the Labour Market Information that is currently available to you? Is there
    additional Labour Market Information that would be of assistance to you? If yes, please explain.
15. Further to question #5, do you do Human Resource Planning? If not, why not? What would encourage you to undertake human resource planning if you do not currently do this?
16. What additional types of government services/employment programs would be of benefit to you?
17. How could government and the private sector work together to better ensure a pool of job-ready individuals? (e.g., more/better Labour Market Information, co-op programs, work exposures, curriculum development, training, skill development, etc.)

ANY OTHER COMMENTS/SUGGESTIONS

QUESTIONS FOR EMPLOYERS' ASSOCIATIONS

INTRODUCTION

Several Provincial and Federal government organizations are currently seeking information on what practices of job seekers, potential employers, and government departments are most helpful, and least helpful, in matching people to jobs.

We are seeking your comments on the following questions. Your answers, together with those of other respondents, will be summarized and used to improve the job matching process.

Individual-Related

1. What have been the most difficult challenges for your member companies when seeking individuals to fill vacancies in their organizations?
2. What is their assessment of the job-readiness of applicants, considering such factors as job skills, general knowledge, interpersonal skills, interview readiness, etc.?
3. What information that you or your member companies do not have access to, would be of most assistance in finding or recruiting employees?
4. What should be the media for this information? (pamphlets, newspapers, information sheets, radio, television, internet, job banks, kiosks, IVR, etc.)

Employer-Related

5. What actions are taken by your member companies to ensure that they will be adequately staffed in the future? (e.g. salaries, benefits, training, other human resource planning, etc.)
6. Which of their efforts have been most helpful in assisting them to find and retain employees?
7. What policies or practices of your member companies get in the way of recruiting or retaining employees?
8. What areas of bureaucracy/red tape within your member companies should be changed? Why?

Government-Related

9. What government programs/services assist employers the most in finding employees?
10. What policy or practices of government departments or agencies get in the way of your member companies finding employees? (For example, short-term make-work projects, etc.)
11. What areas of government bureaucracy/red tape should be changed? Why?
12. Are you aware of your member companies being involved with more than one government department at any one time when seeking employees? With what result?

ANY OTHER COMMENTS OR SUGGESTIONS

Appendix B--Responses to Questionnaires

This appendix is divided into two sections. Section One gives an overview of the priorities as seen by the respondents when the consultants asked the groups and individuals to identify the priority challenges across all the questions they had been asked. They were also asked to suggest any potential solutions they could think of for the challenges. The results of that discussion form the basis of the findings outlined below.
The findings are categorized by the individuals who participated in the focus group or interviewed (job seekers, recent hires, employer, employer organization, employee organization, education and training or Labour Force Development Board Member etc.)

Section Two will provide the reader with more detail as it contains reports for each question, from the various groups
The reader may wish to have the appropriate questionnaire in hand as the following reports are read, since the question is not repeated here, only the question number. Samples of the questionnaires are attached as Appendix A

Section One

(A) Labour Force Development Board Focus Group

The Labour Force Development Board (LFDB) was selected as this group is representative of the makeup of the Labour Market in the Province.
The focus group consisted of 5 Labour Force Development Board members representative of both employers and employees in the province. The group acted as a pre-test for an earlier version of questions to be used for subsequent interviews and to get their collective response to the questions.
This session produced the following results:

Employer Priority Challenges and Suggested Solutions

-improve the way qualifications are identified and maintained for individuals (PSLR).
-when providing information on prospective employees do not rely on only the web or at least supplement it with marketing and training of employers.
-assess the best way to help employers take on green employees and encourage them to keep them a substantial period of time--subsidies or tax credits etc.
-more realistic job requirements and qualifications on job postings and for training.
-at the educational level improve the information to students on the future jobs, expand on the interpersonal skill development.

Employee Priority Challenges and Suggested Solutions

-the education and trades training system need improvement--requirements to get into some courses too high, lack of informed career counselling and community college system not integrated (fragmented), lack of credit from one area of education to another.
-stakeholders have to work together to ensure a clear and early identification of need for employees and where the potential employees are.
-introduce the prior learning assessment concept.
-develop an information system with stakeholder input.
-improve the image of non-university jobs being of high quality and offering a meaningful career.
-bring back the industrial arts programs but involve local employers in the development of the programs.

(B) Remaining Representatives on the Labour Force Development Board

There were 19 additional members of the Labour Force Development Board who were not at the focus group session and the decision was made to follow up with telephone interviews with this group. The results of those interviews are shown below in categories indicative of the type of organization the individual represents on the Board.

Business

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
How to maintain qualified trades people for the industry but not over stock the market?	-better HR planning at some central level
How to consolidate the job/person information on the net into one useable system?	-consolidate the data and make it more searchable
Labour market information	Need better diagnostic surveys Improve NB Job Net (don't destroy it)
Market info transfer is too slow and too much is lost in the process	Diffuse information to potential users (direct or personnel contacts) when they need it.
How to lower the EI rate to employers	??
How to use entrepreneurial (government) money to start businesses and not damage the existing companies?	??
Lack of understanding of culture industry by government employees	-Should have one person in government to deal with the culture sector and be cognizant of all government programs that relate to the sector
Lack of liaison across government departments	Ensure that all departments in the employment/business development area know at least something about related programs and incentives for employers
Lack of government understanding of the culture sector	The Sector Cultural advisory committees established by the HR Department (federal??) are the way to go.
Lack of specific programs for culture industry, criteria and timing	Seek advice from the sector when developing programs expected to assist small employers
Lack of appreciation of the dynamic between the needs and visions of employers and potential employees	Reduce the number of artificial incentives that are meant to help actualize individual and company potentials. Such measures often have an opposite effect.
Lack of Work-readiness of our youth (too much laissez-faire in schools and at home)	-Re-insert discipline in schools where anarchy is now rampant and destructive.
Continuous learning	-Employers must put in resources too
Consultation between learning institutions and the business sector	-Consult employers and other entrepreneurs and draw on their vision to plan education and training programs to meet future needs
Red tape and delays	-Simplify and decentralize program decision making and implementation.
Company does its own human resource planning and in-house training, but where are the tradesmen of the future to come from?	- trades are overlooked in favour of high-tech occupations - "Pulp & Paper Technologist" program should be offered by the NBCC, as is offered in Quebec
Labour Market Information	- make known a registry or job bank of available trades workers - if there's information out there about people availability, tell us! - government should advertise what they do offer

Re-training/upgrading	There should be a program that focuses on keeping existing employees upgraded; we compete internationally with product and price and need our people kept world class, skill-wise
Co-op program	Highly praised; use as needs anticipated

Labour

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Access to information	Provide people to serve people in a simpler process; Sort out and inform what is what under devolution and the new NB structure
Reasonably stable jobs are all it takes	People want some stability of employment
Support job seekers in their efforts	Flexibility in meeting their needs will pay off
Lack of a Societal HR Master Plan - Job seekers lack adequate support and services - Young people cannot afford tuitions Older workers cannot keep up (they are mesmerized by all this technology)	-A commitment of all parties to a socio-economic planning project -Open dialogue among interveners in social and economic components of the NB society … A SUMMIT
Educate employers: - many of them fear change - they maintain inequitable conditions for some of their employees - lack training	-Try to extend their planning period beyond a week; - Open dialogue with employee organizations - Promote the benefits of HR training and development investments
Adapt to globalization: As it stands, there are too many unforeseen and unplanned impacts (therefore we are asked to reduce our standards of living to remain competitive) A lack of planning and action on the effective use of our strengths (optic fibers, bilingualism, etc), instead of fisheries	-Become more serious in our planning so as to take advantage of globalization opportunities rather than being victimized by this worldwide phenomenon.
Personalize the support services	Help people identify their personal goals, how to reach them and help them do so
Create more jobs	Profit reinvestment enticement
Long-term H.R. planning by all	-Govt. and employers should invest more in education and training as their best long-term policy - Adopt flexibility as a modus operandi to encourage unemployed to obtain a college diploma or a university degree
The involvement of Govt. in job creation. Can't entirely leave the economy to the private sector. (but cut patronage)	-Govt. services in job creation and in preparing the workforce to participate in the economy have become an integral part of the environment for the economy to progress in a socially and environmentally responsible manner.
Employers must be more pro-active in job creation and in drawing workers to these jobs.	-Long-term planning badly needed
Bridge the inter-agency collaboration gap as a result of the NB Govt. restructuring	-Link all the educational institutions in a collaborative mechanism.

Youth

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**

Communications and access to info	-Open the communications network of the employers -Adopt a marketing approach to the diffusion of information about jobs and services
Facilitate access to the services by job seekers	-Help them to go knock on doors, fax, telephone, Internet, etc.
Eliminate politics from job search. It is degrading.	Cut down on patronage. Give politicians something else to do that is rewarding politically

Education and Training

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Funding	If government will help with funding tuition, our trainees will get jobs

Equity Groups

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Recognize women's equality and provide pay and working condition equity	Laws to initiate proper practices and change the culture (won't happen voluntarily)
Cut red tape and bureaucracy	All need to be educated and open-minded to the women and immigrant potentials.
Old boys' network	Give women an equal opportunity to participate in society and at the senior management level. Raise awareness and teach understanding.
The experience biases and revolving door. Cannot gain a Canadian experience unless given an opportunity.	Recognize experience gained elsewhere or in relate areas
Disabled persons shuffled from entry –point to entry-point, each trying to be the "spender of last resort" Civil servants get their own brownie points faster by dealing with the least difficult cases	Give front line people authority and flexibility Let them fit the programs to people, not the reverse
There are long delays in dealing with multiple agencies, even to get a "no"	Consider contracting out programming for the disabled to existing disability organizations who are community minded, and who understand the issues, the people and who know prospective employers
Bureaucracy/red tape - hiring disabled persons often entails incremental paper work for special grants, subsidies, etc.	Provide an advocate to do the paperwork; otherwise employers find it easier to "just skip it"
Only entry level positions made available, if any at all	Governments should promote deserving disabled persons as example to other employees
Placement of Aboriginals	More post-secondary graduates in needed disciplines will help over time Programs of internship, and direct placement are very helpful, with mentoring being the most useful component The Province's Equal Opportunity Program could be even more helpful, if there was less "running around" for the job seeker to do
Goodwill	There's a lot to be complimentary of

(C) Job Seekers

All of the Job Seeker groups were interviewed as focus groups. They went through a structured process which started with small groups of participants identifying the issues related to the questions and potential solutions where they could identify any. After discussion and clarification of the issues the groups were then asked to prioritize the 5-6 key issues out of all the issues identified and possible solutions were discussed and are reported here.

This sample consisted of three groups in the following area:

-Moncton--11 participants
-Campbellton--7 Participants
-St. Stephen--11 participants

Key Issues--Job Seekers

Key Issues –Recent Hires	Possible solution (When Identified)
Need to increase the minimum wage	
Lack of jobs in the region	-More economic development activities to increase demand for employees
Criminal Record -Just one mistake can ruin you for life, like one marijuana cigarette from age 18 -Should long periods of employment with good performance result in firing for one mistake - You're encouraged to lie	-Clean records should count -"Just look at my work record"
People not on EI or Income Assistance should still be eligible for government training programs	
EI rate should be higher; a select few are getting both. You can't live on 42% of minimum wage, especially in the winter months	-People won't go to work when they get more on Income Assistance or EI than minimum wage -Look at specific cases - personalize these programs
Some beneficiaries of EI and Social Assistance have an unfair advantage in competing for jobs over low income workers	Effect random (surprise) checks to sort out program abusers from those who really need them.
Some employers abuse their quasi monopolistic situation and the dependence of employees for an income or for their eligibility to Employment Insurance	Firm up laws and promote human rights , in particular the rights of workers
Who You Know (You can just forget family businesses – they're all relatives and friends)	-Employers shouldn't ask their employees to be character witnesses for applicants -Ask only questions that are job related -"Give us a chance"
Some make work programs are targeted to specific groups and often make employers dependent on such programs for all new jobs	Open all such jobs to anyone qualified and provide assistance only for permanent jobs
Self employed people fall thorough the cracks	
Real lack of information about "Job Search Club" and other services for job seekers	People on EI/IA should be offered Job Services (job search skills, labour market information, resume writing, interviewing skills etc.)as soon as they receive their first cheque The government and employers could partner in provision of Learning/Resource Centers--to increase employability and maintain motivation with drop-in privileges
Need to improve the quality and frequency of Job Fairs	Improve employer participation
Need improved information sources for job postings and company information	If on the Internet it needs to be made more accessible -develop a web ring or index of work related web

	sites -links to all jobs in NB -search through all sites by job type
Many employers lack competencies in managing and appreciating human resources	Promote the importance of employees, of good recruiting and training processes and of good relations with employees
Bilingualism requirement for jobs	-Only one bilingual person per job team or job site is necessary -It's specified too often, usually for tourism-related jobs
Lack of protection and of means for workers (seeking or retaining a job) to protect themselves from abusing employers	Inform employees of their rights, the mechanisms in place to assist them and the means to document abusive situations.
Education -Long education and high debts don't result in jobs anyway--why bother??	-More on the job training is needed -Many jobs don't take any education -More government funding needed for education related to future job opportunities -Forecasting is poor -Teach school leavers computer literacy
Lack of access to post secondary education--due to age or lack of money	
Discrimination -Restrictions/favoritism -Illness -Personal Appearance	-If illness gets in the way of a job, the employer should offer a different job, not dismiss -Size (obesity) is too often a factor -Give everyone a fair chance

(D) Recent Hires

There were three focus groups conduced with people in this category. The objectives were to identify what had worked for them in finding jobs
One focus group was held in Miramichi with 6 participants

Key Issues --Recent Hires

Challenges	Possible solution (When Identified)
Bilingual requirements for jobs is an unfair disadvantage for seekers from unilingual regions	Increase access to language training for seekers and at work clienteles at no cost to them
Lack of awareness of job openings and of knowing where and how to look for jobs	Link seekers to workplace information circles (anticipated openings), advertise in local (free) media and help seekers to prepare appropriately for applying
Age and gender as a screening criteria for applicants	Promote openness among employers (show them what they may be missing), encourage internship and mentoring for all new employees (young, old, both gender)
Lack of appreciation of experience-gained (not only degrees) qualifications.	Any work experience should be recognized, even if not directly related
Lack of accommodation for family obligations	Promote understanding among employers and provide assistance to ease the meeting of these obligations by employees
Negative attitudes by job seekers	Employers to provide constructive feedback after an unsuccessful interview and encourage seekers to continue investing in maintaining their competitiveness (training, etc)
Lack of awareness, ease of access and use of government services	Inform seekers and promote the excellence of some services and reduce intimidating practices of others

(E) Employees Seeking Advancement

There were two focus groups conduced with people in this category. The objectives were to identify what had worked for them in finding jobs and if they thought they were underemployed, what services would they like to see in place to assist them.

Fredericton--5 participants
Campbellton--2 participants

Attempts were made to hold a similar focus group in Miramichi, however all potential participant cancelled.

Key Issues -Employees Seeking Advancement

Challenge	Possible Solutions (When Identified)
The net benefits of openings to which we have access in the region are less than those from social assistance	Maintain access to selected social benefits by low salaried workers who have young children dependants
The need for 'connections' and our lack of access to internal competitions	Expand our social network
The lack of mobility and flexibility of single-parents	Improve services (public transportation, child care at unusual hours, etc) in small towns
The experience requirements are often unreallistic	Recognize experience gained elsewhere Education and experience must be treated equally and pay should reflect that HR professionals should recognize the need for a better practice An employer-based co-op program to raise the employee to the desired level Government tops up salary for the learning curve period
Previous Training of Employees No Given Adequate Consideration	Allow on-the-job training for only the deficient skills, not a full program Recognize what they do have Government funded assistance program for learning curve period
Skills VS Length of Service	Consider time and skills equally: long service reflects loyalty 2 years deserves more consideration than six months, if the experienced employee is good government-funded assistance program for the learning curve period
Employment Insurance. Safety Net	Growth potential is in small business: EI should be extended to self-employed persons who fail people will try small business if they've got any kind of safety net Employees can try new avenues of employment; if it proves "not to be for you" EI should be there even if the benefit period is running out
Bilingualism it's overemphasized	Government sponsored program to assist adult learners who wish to become bilingual Better opportunities for unilingual people
Favoritism	You can't do anything about it--some win by it HR persons should know better - choose the Best person for the job "Networking" can sometimes be another term

	for "kissing ass"

(F) Additional Organizations--Business

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Getting information on jobs to the right people	We are working in cooperation with government agencies to be more specific in our information and targeting -We are now going to more schools to talk about this industry as a career opportunity
Misinformation to public	We are developing a long term strategy to deal with this and provide accurate information on the ecological, social and economic impact of our industry in NB

(G) Additional Organizations--Education and Training

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Inconsistent government programs--short term and always changing.	Develop a strategic direction in the Labour Market area and programs to support the direction (secure funding) and stick to it for a few years!
Lack of information on labour trends and growth areas	Could the LFDB develop the information and ensure it gets to the school system so students can be assisted with career decisions?
Lack of understanding of employer needs	Some department maintain constant, real time contact with employers and their needs and transfer this information to the program designers.
Unrealistic expectations of employers regarding hours of work, training requirements, experience and language capability	Work with small and medium sized employers around realistic staffing and human resource planning.
Call center image as a poor place to work	They get labeled as sweat shops because: -unrealistic work hours -little promotion -sometimes take on people with little skill then have to let them go
Lack of communication between departments in the business of matching jobs and people	Make better use of the information on graduating students to match people with the new jobs coming to the province Let the career counsellors and placement officers know where the potential jobs will be in one-two years.
Employers using a wage subsidy program and then not hiring the individuals	Consider a tax rebate program for those employers willing to take on inexperienced staff and train them.
Union closed shops where you cannot get hired until you are a union member and the union will not take you on unless all their members are working or you have experience--bring in people from outside the area or province	Work with unions to point out the harm to developing a skilled workforce and negotiate methods of new staff getting experience.
Negativity: Constant refusals and other negative signals (internal competition, etc) affect the attitude of seekers.	Encourage seekers in very way Accept their resumes

which affects their chances at landing a job.	Applaud their persistence Give them some leads
Fair (at least some) recruiting procedures	Recruiters who know the jobs Cut political interference Promote HR plans and procedures among SME's in order to make private employers more accountable (similar to Governments)
Adopt a more human approach in recruiting and managing HR and, PLEASE Fix voice mail	Voice mail was promoted as a system that allows offices to deal with people at arms length and as a call screener. From an HR perspective, the above should be the reason to ban it or to make sure it is used appropriately. A letter to unsuccessful candidates is not too much to ask, considering the 'closure' impact that it can have on young applicants.
Work experience opportunities	Internships, mentoring, co-op programs, etc. are the most effective tools that exist; students get not only entry, but upgrading, development, and usually they're retained these add an "employer's perspective/ attitude", usually missing in job applicants
Bureaucracy/communication	Need meaningful and early consultation re: trade fairs - there should be a three year schedule of such valuable events, as planned, to prevent overlap and duplication
Labour market information	"Campus Work Link" is the premiere site for about-to-graduate students to post résumés Smaller employers can add legitimacy and "profile" by registering with Campus Services Company information sessions about who they are, what they do, their mission, etc., not related to specific job openings, help students screen themselves
Summer employment	Respect student time lines and calendars re: summer job opportunities; availability/awareness is too late at present 10-week terms for $2400 do not meet students' financial needs

(H) Additional Organizations--Youth

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Youth exodus …brain drain from NB	Make entry into the workforce by young people more welcoming less discouraging Create long-term opportunities for them and place them in jobs with a future.
Acquiring valid experience (Employer do not understand young people and their needs and vice-versa).	Integrate workplace experience in all education and training curriculum, to expose youth to it and to expose the workforce and employers to youth
Open government job opportunities	Show young people the public service career opportunities (all biology graduates do not work in a university or McCain lab)
Procedural delays	Better planning and decentralized decisions
Youth's acquisition of work ethics and community orientation	Encourage and promote involvement in student government, committee work, activity leadership, etc

	Provide resources to encourage involvement (time for teachers to assist, advise, extra curricular activities, etc)
"No experience, no work cycle"	
One-stop shop concept accessible labour market information in an understandable format	Monitor Service Canada concept
Individualize the service	Experiment without risk; don't "hand off" clients
Large pool of underemployed	
Brain drain	"Key" on best people and encourage/assist them to stay in NB
Volunteerism is an avenue to employment	Pay young volunteers a stipend

(I) Additional Organizations--Aboriginal

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
-Understanding the screening and selection processes of the Federal/Provincial Governments and creating ways for our clients to access interviews	currently working with HRD-C to review the Federal process.
-How to encourage the private sector employers to keep more candidates on after the wage subsidy is over?	??
Language requirements are not always necessary and not easy to gain	Make second language learning easier and less costly (Considering that native languages are now allowed to be learned in native schools.
Lack of information about opportunities	Identify opportunities by region (within the Atlantic provinces) in specific terms, e.g.: drywallers, carpet layers, etc.
First nation people do not access regular media (papers, tv, radio, internet, etc	For now anyway, must provide an alternate diffusion network which builds in the 'word of mouth' component.
Attitudes and image of First nation job seekers	Increase communications leading to increased understanding and respect of each other's culture.
"Generally", re job and people matching	Programs of mentorship, job-shadowing and apprenticeship-like experiences would expose people to jobs of potential interest in a personalized, individualized fashion In the public service, "development programs "open to all who are interested, not just the "high fliers"
Knowing where to look for employment opportunities	Advertise openings in Aboriginal newspapers Do career planning workshops and job fairs in First Nation communities
Some aptitude and skills testing techniques are biased against Aboriginals and/or Francophones	
"Residency" may be a subtle form of discrimination	

(J) Additional Organizations--Other

Key Challenges and Potential Solutions	
Challenge	Potential Solution (When Identified)
Many policy barriers to low income people: lack of adequate day care minimum wage too low and people cannot make ends meet when they come off EI or IA --they need health	Government needs to listen and plan programs that will reach the low income people of the province

cards and support during the transition People on IA cannot live together to cut costs--this leads to higher individual living costs Transportation is often a problem for low income people When the do get a Social/Economic project planned the government will need to listen and assess the merits and consider supporting in some way Literacy and upgrading a problem--had 100 people waiting to get training and could not get into a CASP Need a lot more dialogue between government staff in Fredericton who design programs and low income people	
Lack of opportunities for low income people to interact with employers	More job fairs with adequate openness on the part of employers to really assess low income people
Employers aren't ready for a diversified workforce	
Wage subsidies remain very important	
Academic qualifications over-emphasized	Concentrate on skills, not diplomas
Short term work projects only encourage project-to-project employment, not "real" jobs	Evaluate their effectiveness objectively
Too many challenged workers only know their rights, not their responsibilities	Counselling required in life skills and labour market responsibilities: dress, hygiene, punctuality, etc.

(K) Sector Companies--Call Centers

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Managing the growth of the sector	Communicate our plans and expectations Consider rural as well as urban solutions. Current technology allows "virtual" centers
The availability of qualified bilingual resources	Training and career planning programs Regionalize (rural) and new technology
A balancing act between investments and the rapid evolution of technology. We will soon handle video-conferencing and provide work opportunities for 'stay-at-home' agents who will operate as if they were at a central location	A 2-edge sword and a leap froging act: The rate of technology generation requires new investments which require new cost- saving or other moves on the competitive scale (including retention of our people)
Government departments/roles are too compartmentalized: mandates are redundant and contradictory	One responsible authority needed
Attitudinal changes to employment responsibilities	Teach EI's and SA's punctuality, dress code, sense of duty; we'll teach job content. Even progressive benefits are taken as their "due"
Job bank statistics, are slanted by governments to reflect bad news and win financial support from higher levels	Need realistic numbers in a current job bank
People come off EI and SA with an expectation of pay-for-time, not results	Workfare for the able-bodied
Retraining/Upgrading	Government should support worker activity to retrain/upgrade after hours

(L) Sector Companies--Plastics

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Young workers' expectations are too high relative to their training and experience	Work with Com. Coll. to develop a program adapted to our needs. We do not need Engineering Technologists A course of 10 months picking some of the Technologist's program would suffice but students could gain credit for these courses in the event they wished to continue.
Guidance/evaluation of recent hires (after 4-6 months) to assist them and employers in deciding if the job is for them	Need a good process and professional advice to do it right
A better Job Bank	Improve on NB JOB NET
Promote good employee-employer relations to maintain productivity at the workplace	Unions are usually in response to improper relations
Social issue: The strength of our society (work ethics, self-discipline and economic independence as a goal) is being eroded	Stop promoting that government owes them a living and provide the money to pay their bills Promote a willingness to work attitude
Level the playing field for business on an interprovincial basis and with the U.S. regarding, wage rates. workers compensation, income tax, etc	Begin by equalizing the workers' opportunity on an interprovincial basis. Curb the brain drain from the Atlantic region by providing opportunities to develop as well as earn a descent living.
A commitment to co-operation among the educational institutions and the business environment, in order to bring about synergy, positive attitudes and relations.	Identify the needs of each and work together in addressing them
The expectation gap of employees and employers	Young workers can expect respect but we expect them to be able to read and write.

(M) Sector Companies--Metalworking

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
NBCC training	Welders should be certified to the level of the market demand (CWB) before graduation. not to an arbitrary standard determined in the Department of Labour (F-4)
Labour market information	An Internet-based job bank should be segregated by trade people should be there voluntarily, and dropped if not renewed bi-weekly Pending grads should be included
Entry level workers have a bad attitude toward a job market commitment	
Employee attitude - no sensitivity to employers' needs and obligations in the marketplace	
E.I. benefits	Are being treated as a "right", not insurance There are parts of NB where company won't expand

Government bureaucracy	Too many departments/agencies asking for too much information, a lot of which is identical Can you have one information source contacting industry? Take your one-stop-shop concept to labour market/employment issues

(N) Sector Companies--Information Technology

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Inability to attract highly qualified people to NB--(Moncton)--lack of competitive salaries and promotional opportunities	Make the case to applicants they may not be as well paid as the rest of Canada but they will be the best paid in the Maritimes
Lack of information out to potential applicants about the services on the Internet	Market the service (Job Net) more vigorously and try to simplify the many sites available between governments and Job Search firms.
Lack of good network with Universities and others in the same business	Employers may have to take this on individually and form partnerships
Shortage of high level skills in industry	Government could partner with the industry to bring in key training programs (2-3 days each) for the industry.
Lack of cooperation of employers in the industry -we have not done a lot to better the situation	Government may act as a catalyst to bring us together.

(O) Sector Companies--Textiles

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Shortage of manual labour candidates. Everyone wants a computer job and less physical work	Re-instate trades training in schools such as machinists Increase the immigrants pool in NB. (This is a main source of labour for our competitors in Montreal and in other large cities)
Long-term planning to anticipate the labour needs of our future economy in light of demographic and technological change.	Leadership by Govt. (with inputs from para-governmental and private institutions).

(P) Sector Companies-Value Added

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Paper work to get wage subsidies	Streamline the process
Lack of housing for staff from away from the region	Trying to deal with it as an employer group
Not aware of the possibilities of Job Net	Either our organization or the developers of the technology need to do a better job of marketing
Difficulty to apply and get job subsidies	Simplify the application process
Small population base: Every agency is trying to create jobs in "rural" areas and there comes a point when new jobs can only be filled at the expense of someone else (eventually has to shut down)	-Promoters (Governments . etc) must be conscious of the effect impact of additional job creation efforts in a small worker pool.

Matching worker expectations and maintaining a viable operation	Promote work ethics along with rights in colleges, schools and communities.
NOTE: The adding of the food program to the Grand Falls Comm. Coll. will generate a supply of qualified candidates for our bakery	
Find people committed to work. Not consistent and we have to draw from farther distances	Attract better quality workers by raising our entry wage. Publicize/emphasize our benefit package
Young people are not interested in manual labour and often are not good at it.	Improve the image of all jobs among the young age groups Improve their physical fitness and dexterity.
Attitude. Carelessness, lack of safety consciousness and not taking their job seriously.	Increase sensitivity to safety around machinery; Preach work ethics e.g. observe what is going on around you while focussing on what you do
Abuses of the social measures and programs of governments	Verify the real needs of applicants (without hurting those who really need help).
A lack of "Social Planning" We experience a shortage of specialized workers in most manufacturing sectors, while there is a surplus in others	Better connection between industry (including forecasters and planners) and the educational/training system. Five years ago we had a surplus of nurses and teachers and now we have a major shortage.
Youth expectations	Expose students to the workplace realities
Youth's lack of work ethics	Emphasize the interdependence of all workers in a corporate process. Personal responsibility and accountability are attributes that employers should be able to expect from all recruits
"All or nothing" EI or welfare	Allow people to phase in to employment by part time or term work, supplemented by EI or SA; don't cut peoples' benefits off so quickly
Other	Good communication is the best human resource strategy

(Q) Department of Training and Employment Development--Companies (Partners)

Key Challenges and Potential Solutions	
Challenge	**Potential Solution (When Identified)**
Worker training and development (we are short in several areas, such as heavy equipment operators, truckers, etc)	Collaboration among training institutions and employers and governments.
Connecting the openings with the appropriate candidates. All entrepreneurs I know have openings that they cannot fill. There are more openings in the Péninsule Acadienne than there are unemployed	Foster a better link among employers and employees (and their associations) and advise training institutions on adopting a more focussed approach in meeting our needs.
Information on programs e.g. bursaries and loans for specialized training. A case by case approach would be preferred	Personnel contacts between employers and program officers are most effective. It integrates new measures to existing programs and facilitates complementarily.
People (job applicants) being limited in their capability and their attitude toward work and learning	-Perhaps an extensive advertising program (like the Participaction program) that would cause people to reevaluate their attitude towards work Vs staying on government assistance
Lack of job-readiness; there's no pride/dignity in employment by young people	Job training and money management courses at the middle school level

	Work exposure programs year round at middle school level Will be looking at the pool of older workers to try to find people with better attitudes to jobs
Human-resource planning	Give me simple information about what it is, what it would do for me, and how to go about it; a "pamphlet"
Minimum wage - it's all I can afford to pay but people won't work for it, especially late shift work	
"Partners Program" commended	
Inability to identify the real qualifications of job applicants	?
Difficulty to get enough applicants to apply for the job openings	Get in contact with unemployed people in my immediate area
Difficulties faced by a novice starting up his or her business	The programs in place now are very helpful but what training of the new person needs to be done?
Partners Program	Commendable, retain "as is"
Recent graduates of some of the Colleges have salary expectations way beyond what is realistic	Have the Colleges face reality--most employers cannot start new staff at $12.00 per hour!
Find ways to support employers when hiring part time people--it gives them experience	The government reconsider its decision not to fund part time employment through the Partners program
Social program beneficiaries to make productive of their time	Engage in training to enhance existing skills or acquire new ones Work in shops related to their trade and at least widen the scope of their experience
Young workers expectations	Provide better guidance and orientation; Sponsor a larger number of Co-op or similar programs to get students and recent graduates an exposure to the workplace and a more realistic set of expectations for their initial assignments.
Data bank	Improve NB Job Net
The Péninsule is isolated: no applicants from outside for jobs in the Péninsule.	A data bank for the Péninsule and its regions. Diffuse broadly general information and success stories (economic as well as social) about the Peninsule
Lack of experienced engineers and support technicians in the area	Ads on employment opportunities should refer to the long-term/stable nature of such jobs and attract experienced applicants.
Unrealistic expectations of inexperienced graduates	Provide workplace exposure to technologists in training
Supervisors who have always lived in the community in which they work are 'handicapped'.	Assist in the training of supervisors, including part of it outside the small community, so as to gain self-confidence and the ability to give directives to friends, older neighbors or their sons, etc.
Inadequate program descriptions	Clearly enunciate (in writing) the objectives, the legal basis, the provisions, eligibility criteria, etc.
Collaborate on the basis of understanding and mutual appreciation of each other's role.	Arrange for visits by Govt officials to a variety of work sites and for entrepreneurs to do the same with Govt offices.
Training programs need to better prepare young workers.	Integrate attitude building exercises and courses on the philosophy of work; Prepare mgt trainees for the future
Monitor worker satisfaction	Worker derive satisfaction from the work place in ways beyond the level of wages
Integrate Value-added concepts to the workplace	Entice entrepreneurs to accelerate their evolution in

(Toyota System)	maintaining competitiveness; Workers must become partners with management in maintaining viability and providing well rewarded stable employment.
Target training on cluster needs and involve them	Evolve with technology and social values; Train supervisors (not simply promote) to manage human resources
Too small a labour pool in the area	Encourage in-migration by Nbers & others
In-dept analysis of basic issues, diffusion and discussion of findings by all stakeholder groups and the general population	Involve the people (from the base up) through information and consultation; Ensure that major stakeholders share in the cost in order to share ownership.
Flexible programs to adapt to specific needs	Improve Tandem/Partners -Encourage work sharing Explore semi-retirees as mentor/coach
Support/Supervision of work experience and 'apprenticeship' for recent graduates or other people adapting to new jobs	Assist for 1 to 4 months Could apply to continued learning situations
Data bank	Improve Job Net
A mechanism to coordinate the exchange of information between seekers and employers.	A staffed rural Employment Centre which will also serve as a bulletin board (replace the old church bulletin)
Govt financial assistance should only be available for new businesses and major expansions (not for 1-2 jobs)	Redefine criteria
Streamline and clean up the Workers' compensation program.	Our annual cost has gone from $3000 to $7000 in one year for the same coverage. The electricians' cost has decreased from $10 000 to $4 000. Need some kind of equalization because the economy of a community relies on all business being interdependent.
Worker training and development (we are short in several areas, such as heavy equipment operators, truckers, etc)	Collaboration among training institutions and employers and governments.
Connecting the openings with the appropriate candidates. All entrepreneurs I know have openings that they cannot fill. There are more openings in the Péninsule Acadienne than there are unemployed	Foster a better link among employers and employees (and their associations) and advise training institutions on adopting a more focussed approach in meeting our needs.
Information on programs e.g. bursaries and loans for specialized training. A case by case approach would be preferred	Personal contacts between employers and program officers are most effective. It integrates new measures to existing programs and facilitates complementarily.
Lack of Sylviculture (thinning) classification and training	Develop a training program and a few standardized categories in the Job Banks for this kind of work.
Tapping the local labour pool for forestry-related jobs	Improve the image of physical work. Address the stigma of forestry work
Forestry-related make-work projects	If we are to have them, elevate the quality of the work standards to make it a worthwhile training and work experience.
Partners Program	-Commendable, retain "as is"
Partners Program needs flexibility	A good program with good people but it needs the flexibility to deal with seasonal employment opportunities
E.I. and S.A. safety net	There needs to be a "bridge" to help people off E.I. or S.A. and into the workforce without losing all benefits

Co-op Programs	The concept of co-op programs should be extended to the community college level as well as to universities
Labour market information – JobNet is good but suffers by comparison to "Atlantic Canada Careers" and two "Monitor" sites, both privately operated	Put public dollars here - that will attract skilled NB'ers back home
Employee attitude	Someone, somewhere must teach the realities of a marketplace and an employer's perspective "Packages" are needed to assist with attitude, not aptitude, testing
"Partners" is a "wonderful" program	Do something similar to financially support the cost of "mentors"
Lack of job-readiness; there's no pride/dignity in employment by young people	Job training and money management courses at the middle school level Work exposure programs year round at middle school level Will be looking at the pool of older workers to try to find people with better attitudes to jobs
Human-resource planning	Give me simple information about what it is, what it would do for me, and how to go about it: a "pamphlet"
Minimum wage - it's all I can afford to pay but people won't work for it, especially late shift work	
4. "Partners Program" commended	
BUREAUCRACY - we offer year-round employment but some people choose seasonal work	The E.I. office doesn't support the employer – individuals get their benefits when work is available to them Better networking is required between E.I. and employers
ASSISTANCE TO SMALL BUSINESS	There isn't anything that we know about other than "Partners" Training subsidies are required, in addition to wage subsidies If programs are available for assistance (with Q. 17 examples) schedule meetings/seminars with small business to tell us so: we'd pay

Section Two

This section gives more detail responses to the questions and again the responses are arranged by groups as indicated in the table at the front of the report.

(A) Labour Force Development Board--Focus Group

Introduction

This session was conducted in Fredericton with 5 Board members present. This report is arranged to reflect the comments by employer representatives to the questions posed and followed by the responses of the employee representatives to the "employee" questions.

Employers

Individual Related

1. What are some of the challenges you have encountered when seeking individuals to fill vacancies?

-we lack an adequate method of tracking the qualifications and experience that individuals gain as the move through many part time and seasonal jobs. Thus they always have to prove themselves or start at the bottom.

-the lack of a good information exchange (some question the honesty of references and the lack of a good system to categorize skills and capabilities-so they could be communicated from one employer to another).

2. What is your assessment the level of job readiness of applicants? (e. g. skills and knowledge, interpersonal capability, interviewing skills etc.)

-cannot stress too much the importance of interpersonal skills for job seekers. They may have all the job skills required but not get along with their fellow employees. Also a concern that interpersonal skills receive no emphasis in the education system.

-job seekers also must be "trainable".

-Sometimes the best assessment takes place during the probationary period.

-The education's systems lack of emphasis on trades training in the past few years is about to catch up with us. We asked government to cut back because of a glut of job seekers in some trades and they decided to cut it all out!!

-often the applicants qualifications do not match the job they are applying for -poor job advertising or job descriptions in the organization.

-a real inadequacy in Human Resource planning both at the organizational and government level. Where will the job openings be in the future and how will we prepare job seekers and fill "real" vacancies?

-Need to improve the co-op education opportunities in many occupations so that individuals can really assess their interest and come to the employer with some basic skills.

-expect the workforce to be trained a public expense (small employers cannot afford to do it).

-many employers offer part time work with few benefits and no meaningful employment thus they have difficulty recruiting.

-requesting high level and specific qualifications for short term/part time work--thus inexperienced individuals cannot gain experience

Employer Related

3. What has been most helpful in terms of assisting you find employees? How?

-job fairs and good job specifications can aid in career counselling and this may be more up to date than what can be done in schools.

-need to implement an improved method of assessing prior learning and giving credit to individuals for this.

-need an improved "resume bank" system that is easily accessible and up to date

-now personal contact and word of mouth recruiting seems to work best in NB.

-job search firms (head hunters) seem to be doing a lot more business and some big employers are going this route to lower litigation risk and reduce HR staff

4. What has been the least helpful?

-often individuals see government as the ultimate employer--small business cannot compete with wages and benefits. Also individuals still strive for long term employment that is difficult to obtain in the private sector.

-most businesses do not want to pay to train staff who, when better qualified will leave for higher level jobs elsewhere.

-Tax incentives may be better than job subsides to ensure employers hold up their end of the bargain.

-Some large unions (in conjunction with employers) have had to come up with their own training dollars

5. What are some of the actions your company takes to ensure you have adequate staff for the future? (e. g. --Human resource planning, benefits, work hours etc.)

-Some employers and trades unions operate their own schools to train individuals.

-many employers and employee organizations participate on government boards and commissions looking at labour market issues.

-employers may want to look at having a part of the benefits package the issuing of shares to employees to create loyalty.

-we should not have to reinvent the wheel--look at what other jurisdictions are doing--Germany and Quebec for example.

Policy/Practices

6. What policy/practices of your organization impede your ability to recruit? (e. g. staffing practices, benefits, training etc.)

-insistence on only looking at local applicants.

-out of date employment policies and practices--they were developed several years ago and never updated.

-lack of flexibility in employment and recruitment policies have an impact on minority groups

7. What policies and practices of government(s) impede your ability to recruit?

-subsidies that come and go--you cannot plan.

-need to develop a "professional' cadre of seasonal workers that work in more than one season--the nature of NB

8. What changes to government(s)/employer practices would be most helpful to your recruitment initiatives?

-this activity may cause employers to re look their policies and practices

-will take a concerted effort to deal with the mobility issues--some people will not move to an area that does not have adequate education or other facilities. or small communities.

Administration/Work Processes

9. What government services assist you the most in filling job vacancies? How?

10. What areas of government/employer bureaucracy/red tape should be changed? Why?

Between Organizations

11. Have you ever been involved with more than one agency or organization at a time when attempting to fill jobs? Which organizations? With what result?
(e. g., associations, councils, unions, government or training organizations)
-Many companies hire head hunters to do their recruiting
-Some organization purposefully distance the company from the recruitment and hiring process--litigation etc.

12. Can you recommend changes that would improve the effectiveness or utility of those services?
-if using head hunters they need to be up front with individuals as to their role and not let people think they are talking to the company.

Information

13. What information that you do not have access to, would assist you in finding/recruiting employees?
-companies should have access to list of graduates from post secondary institutions showing who, what programs, geographic area and numbers of graduates.
-Job Net little known or used by employers.
-many NB employers are still not Hi Tech. (what %)?

14. What should be the media for this information? (pamphlets, newspapers, information sheets, radio, television, internet, job banks, kiosks, IVR, etc.)
-Should use all those identified plus contact with chambers of commerce and trades associations.
-if going on the internet many employers will need help and a sophisticated marketing technique before they will utilize this resource

Employees

Individual Related

1. What have been the most difficult challenges for you when seeking employment?
-inability to prove qualifications to employers. No record of past (seasonal or part time) experience gained.
-Unsure of where to look to find a job.
-Counselling and guidance in the school system needs to be brought up to date with today.
-Who is really looking at the HR planning for some trades and occupations? (i.e. surplus teachers and nurses a few years ago now a shortage).
-Graduates come out with no experience and all employers want experience as a requirement to apply for the job.
-Many individuals cannot access Community Colleges because the entry requirement is grade 12 completed and they do not have it. (also trades apprentice ship requirements)
-many barriers still exist for minority groups--same (high) requirements for all and cannot see beyond race.
-lack of certification for past experience and learning if not done through an institutions

-need to accurately determine the educational requirements for work rather than say everything requires grade 12 or university.

2. What would you like to see in place to help you in your quest for employment?
-a clear identification of what jobs will be in a growth mode in the next 2-3 years
-improved counselling capability (not necessarily in schools) on what is and will be available for jobs.
-Equal consideration for trades and professional jobs.
-Better methods of assessing prior learning.

Employer Related
3. What could or should employers do differently to better assist you in your job search, or to encourage you to retain a job?
-Most employees are still looking for lifetime work or at the least enough $ to live a reasonable life.
-Improve the benefit packages.
-Improve the expectations between employers and employees at the time of hiring.
-employers could provide unsuccessful job applicants with information on why they did not get the job--as a method of learning for the future.
-develop some system of tracking employee experience from job to job--i.e. Apprenticeship progress record book or the way the army does it.

4. What actions by employers make it difficult for you to determine the best match between your skills/knowledge and job openings?
-lack of clear job descriptions, expectations and seeking qualifications that are too high

Policy and Practices
5. What policy or practices of government or employers get in the way of you finding employment? (e. g. staffing practices, benefits, training, etc.)
-requiring high levels of education, bilingualism, and years of experience when not necessary.
-Too much focus on degrees without consideration of other learning experiences
-at job centers one must use the computer--no personal contact, unless you wait in a long line.
6. What government services assist you most with trying to find employment?
-subsidies despite their shortcomings allow individuals to obtain experience.-

Administrative/Work Processes
7. What areas of government or employer bureaucracy/red tape should be changed? Why?
-Takes too long to see a counsellor at a job center.
-requirement for school marks many years after graduation
-"red tape is in the eye of the beholder" it is only a problem if it impedes your freedom--may be needed for control.

8. What could government/employers do differently to be more helpful to you in finding acceptable employment?
-more realistic counselling.
-equity groups are not understood by counsellors --they may be of a different culture.
-information more readily available.

Between Organizations

9. Have you ever involved with more than one agency or organization at a time when attempting to find employment? Which? With what result?
-head hunters are becoming more common and sometimes individuals do not know if they are talking to the employer or the head hunter.

10. Can you recommend changes to improve the efficiency of these services?

Information

11. What information that you do not have access to, would assist you in finding (or retaining) a job?
-many employers are not geared to computer age.
-sometimes the old way is the best way--resumes even if on web site.

12. What should be the media for this information? (pamphlets, newspapers, information sheets, radio, television, internet, job banks, kiosks, IVR, etc.)
-young people are inclined to use the net for everything and employers do not--may turn an employer off for an individual to just send his/her e-mail or web site and say "you can find my resume here".

(B) Remaining Representatives of the Labour Force Development Board

Business

Individual Related
1. Challenges--Finding skilled trades people in today's tight market--cannot use as many apprentices as profit margins are tight and must have skilled people who can do the job -Many trades people tied up on the refinery project in Saint John -Trade schools stopped doing the pre-employment courses and now turning our few applicants for future jobs
2. Most employers report the people coming out now are better at the "soft skills"-(communication, team work etc.) than in the past.
3. Computer accessible information such as Job Net not well advertised and our members do not make good use of information available -when he sends something to his employers only about 30% will access it through the internet or e-mail
4.More small employers are getting into technology
Employer Related
5. A lot of concern about where apprenticeship is going--don't seem to be putting the $ into this program -many trades people in the 55 year age group--who is planning for the renewal of this group of important work people??

6. ??--would have to ask them

7. Pay a reasonable wage

8. ??

Government Related

9. Not sure--Construction does not qualify for wage subsidies

10. Federal and provincial governments offer individuals seed money to start their own company and they end up being in direct competition with those who probably employed them--there is only so much business in the area and now it is split among one more entrepreneur.

11. Employer rate for EI why does it stay so high when there is a surplus, what is it used for?

12. ??

Individual Related

Q. 1

- filling from within, salaries are our biggest issue, moving people from union to salaried employees are difficult
- use head hunters for executives when hiring externally
- for labour, trades, etc. expect to be downsizing until 2003, but in 2004 – 2010, expect a 50% turnover
- hope to have a P&P Technology program offered in NB similar to one in Quebec; we're already talking with government about that
- woodlands jobs are seasonal, and people are trained within for those jobs
- pre-commercial thinners are hardest to find
- it's very intensive
- we're short 10 – 12 at any given time
- even at 20 week jobs, they're not unionized
- no, institutions trains tree-trimmers
- it's a growing issue, as the trees planted 20 – 30 years ago are just maturing
- difficult to attract top-notch management types to small centres; they'll stay briefly, then move on

Q. 2

- for the mills, we need better skill sets, woods workers, less so
- we look for people with an ability to learn, and we'll train and upgrade them
- we continue to try promoting from within
- re: the woods workers and the mill workers, you're unlikely to find people with knowledge of the industry
- interview readiness is poor - somewhere people need to be educated in the expectations/realities of the outside world. The non-university people have no sense of the employer's expectation

Q. 3

- not an issue for them in the mills
- in woodlands, we try word-of-mouth recruitment via existing thinners
- there's no source of information on people available for that work
- need a registry or a job bank with available people

Q. 4

- job bank, federal or provincial, is badly needed
- if it's there, we don't know
- two human resource superintendents in the company don't know of any job bank for any skill sets
- Internet based would be preferred

Employer Related

Q. 5

- we look at company demographics and succession planning and train accordingly
- we can't count on hiring enough off the street
- our salaries and benefits are competitive

Q. 6

- salaries and benefits plus company's reputation as an employer make them desirable
- newspaper ads, word-of-mouth, and head hunters plus professional associations are all used
- when there's a pool to choose from, we're looking for better aptitude testing to assist us with selections

- we're involving unions in the process

Q. 7
- no problems in the latitude we're allowed to search out the best people
- little turnover
- if anything, we need more young blood

Q. 8
- nothing that relates to the labour market

Government Related

Q. 9
- we don't use them, if they're there

Q. 10
- one thing we're up against, for seasonal workers, is the EI lifestyle; EI competes with us for people
- otherwise, not involved

Q. 11
- nothing specific re: red tape
- government should advertise what they do have and offer
- if we don't know, there's something wrong

Q. 12
- for the mills, government assistance has not been sought and isn't known to be available
- promotion of what government may have is non-existent

Other
- what government could do, to help us, would be to commit to train woods workers in the spring, while still on EI
- if they're "cut off", we can't afford a wage cost on top of travel, meals, tuition, etc.
- it's been permitted sometimes in the past, more by exception than by rule
- re: trades, they're now badly overlooked in favour of high-tech occupations
- part of our population is very well suited to work as a mechanic, a technician, and other hands-on occupations
- where are the young trades people?
- there's about to be a large turnover, with no people available

Individual Related

1.-80 % of people in culture businesses are self employed
-many short term contracts with staff and constantly training new staff, thus often looking for government initiatives. (Timing of programs often a problem)

2. They are all over the place from those with some experience to those who have never worked in the culture industry before

3.We need a major initiative to establish job web sites that can be separated into sectors of the economy
-Job Net does not work for us as many of the applicants are self employed and they cannot access the site??
-There is no single site that relates to culture sector only--Ontario is working on one
-Find out what loans are available and how you access them

4.Will need to maintain pamphlets or other hard copy communication for now--many crafts/culture groups are not strong in technology

Employer Related

5. No real suggestions

6. We search for government support to get people started as apprentice craftspeople with our organizations--they in turn start another business and that benefits the economic development of the province.

7. Our image as poor business administrators

8. No real suggestions

Government Related

9.

10. Timing of programs does not meet our needs
-criteria is sometimes too specific
-criteria may get applied differently in different parts of the province
-having the requirement of EI or IA eligible is difficult for rural people--often they have been doing other short term tasks and never qualified for either thus cannot qualify for some other government programs -- could be a spouse who has been a home maker and now wants to start a job on her own. (wage subsidy)
-many programs apply to the under 30 age group and our people wanting to make a transition in their work are over that age
-seems to be a lot of duplication in programs
-staff across department do not know other departments programs so you have to check with every one
-when culture related businesses are trying to get funding they have to deal with non-culture bureaucrats in government who see them as less astute at business.
-lack of government support--cut in Arts Branch!
-The culture industry is large when libraries, museums, archives, arts, crafts etc. are considered--many workers are not identified as they are volunteers
-government talks about life long learning but few programs assist small business stay abreast of change
-when new things come in (Natural gas) the existing businesses do not have the funds or expertise and it is difficult to get $ form government
-it appears government is most interested in large industry--small return from investment in a small business

11.

12.

Any Other Comments/Suggestions

-The job placement from the NB Craft school is very high--indicating a need for employees and small businesses

Individual Related/Relatives aux personnes

1. -Training needs of small business owners (in management, marketing, etc). 75% have less than 5 employees and are most often 'workers' as well.
-Experience-gained competencies are not recognized adequately. 25% of CFIB members (NB) have problems recruiting competent employees and lots of skills that are not on paper have to be discovered in potential employees or new recruits.

2. Inadequate skills training and lack of adequate experience
Indifferent attitude of potential employees and wage expectations are too high

3. Real/clear descriptions of worker competencies (formally acquired or from experience) in order to match these to potential employer requirements

4. Find out the dominant needs of employers and relate to it through any media. In dealing with important issues, employers search all media for answers. We survey constantly.

Employer Related/Relatives aux employeurs

5. A great variety of measures (too diverse to mention here)

6. Employees seek employers that address the work environment, productivity and job satisfaction and they will change job for it. (See Atlantic Business "Ten companies employees love".

7. The opposite of good management practices e.g. lack of communications, respect, job satisfaction, etc.

8. Bureaucracy is almost non-existent in SME's (sometimes not enough is put on paper).

Government Related/Relatives au gouvernement

9. Less than 12% of SME's hiring is done through government services.
Some consultations and other employer involvement in the education and training institutions are beneficial to all parties.

10. Social measures in Kent and Péninsule Acadienne must be followed by incentives to return to work. Recognize that NB is the second most rural province (after PEI) and urban-type measures fail ... more flexibility and ability to address needs, which are taken for granted in cities.

11. Must place more emphasis on the interaction between employers, guidance and training services (each component should be interested in bridging that gap).
Take politicians out of program implementation e.g. Jetstream should occur directly between employers and candidates; Payments under the Partners program are always late.

Businesses that do not have big problems seldom tap these programs, because of their hindering rather than helping effect.
(See lists of recommendations from civil servants in the Premier's suggestion box)

12. It gets more complex because of differing priorities and procedures (among NB departments as well as between federal and provincial departments and agencies).

Any Other Comments/Suggestions
Autres commentaires / Suggestions

MEGA BLEU should be consulted for this survey. They have experienced a lot of regular and special government programs.

Individual Related / Relatives aux personnes

1.- Getting reliable (ethics, commitment, etc) people to come to work. Exhausted the local (primarily rural) workforce. We hire semi-skilled (grade 12) workers at basic levels and fill from within. Some don't even stay for the 3 months 'probation' period.
- Competition from others: Call Centres and large construction projects (road, pipeline) and workers who have to travel 30-50 km, will settle for a local job when available.

2. Most new entrants have general labour experience upon which we can build. Work habits and ethics are often lacking. We do not need much.

3. There is not much info available to address our needs. The relatively low pay ($8) labour that we look for is not a priority for governments and other workforce info generators. We basically look for healthy people with good habits and a desire to work.

4. A functional job bank that we can tap when needed.

Employer Related / Relatives aux employeurs

5. Succession planning for senior positions and employees are evaluated on their potential for advancement.
- A progressive wage structure and a bonus system (by individual and by division)
- A benefit package (estimated at $3-4/hour), and
- Supervisor positions staffed from within

6. Referrals from staff and plant managers on potential new recruits;
- Assessment and performance appraisal and staffing from within

Owners' employee and family orientation (Summer camps, athletics …$40,000/year)

7. Non, except possibly our wage rate.

8. We got things pretty well streamlined. It's a very direct system whereby as HR manager, I work directly with the plant manager and we get things done.

Government Related / Relative au gouvernement

9. We post openings and use the Job Banks
-Used MLA's occasionally to broadcast our job openings (helps us and helps them)
-The Partners' program helped a lot in our funding of new positions

10. Many 'make-work' projects draw on some of our employees and potential employees.

11. The Labour Dept is a headache e.g. Partners' is administered very rigidly …very few circumstances fit perfectly the criteria (in order to fill 60 new positions, we had to recruit 90 people). Labour was concerned that we were not keeping them long enough but the recruits were leaving on their own.

12. I do not recall any good or bad experiences in multi-agency dealings.

Individual Related / Relatives aux personnes

1. Lack of work readiness of most young people entering the work force. Need to "re-set the clocks"

2. Most young people lack the initiative to become 'work ready'. They have an attitude that society owes them a living, unreliable work habits, no drive, etc. Employers expect schools and colleges to use their tax dollars and do a better job at preparing young workers.

3. When we need information, we get it from whatever source. Everyone knows what others do in a small/rural setting and where to get what information

4. Data banks where employers' needs and potential employees are presented.

- Job Fairs
- Direct and informal contacts

Employer Related / Relatives aux employeurs

5. We're trying to manage our growth. Will add pension fund to our benefit package and increase our salary scale.

-Sponsor training and development opportunities (seminars, workshops, university tuition for courses related to our objectives)

6. Flexibility in HR management. Personnel rollover is negligible.

7. Lack of funds to provide better benefits

8. No red tape. We have a 10-day max. turnaround time on program requests.

Government Related / Relative au gouvernement

9. We get a statutory grant through ACOA. While we are not eligible to its benefits, the partners program is very well received by other employers in the region.

10. Red tape and delays are too much. It should not require 6-8 months and up to 12 signatures to process a normal request under a regular program. We often provide bridge financing for these applicants and keep hem from going bankrupt while waiting.

11. Decentralize decision making and take politics out of program implementation

12. We have no difficulty with it.

Individual Related

Q. 1
- finding skilled tradesmen, particularly instrumentation technicians
- as we lose people through retirement, can't replace them
- no other problems with people/occupations

Q. 2
- if we hire in trades area, we train
- we train trainers for in-house delivery
- what we look for is grade 12, the ability to learn, etc.
- at higher levels, interpersonal skills are most important

Q. 3
- no problems
- even the "rumour" of jobs brings many applicants

Q. 4
- N/A
- for management positions, use professional head hunters

Employer Related

Q. 5
- we've been down-sizing though attrition
- jobs have been merged or eliminated
- "staffed for the future" isn't an issue
- co-op students used as often as necessary
- our turnover rate is next to 0

Q. 6
- the co-op program and a very lucrative wage and benefit package in a unionized environment
- at 600 people on 4 shifts, it's still a "family business"

Q. 7
- only "bankers" get in our way of growth; no internal impediments

Q. 8
- no red tape here, only management-union relations
- we're relatively flat in management structure

Government Related

Q. 9
- even when we were looking, we haven't used government programs, basically since start-up in 1969

Q. 10

- "nothing that I know of"

Q. 11

- it has all changed; nothing further

Q. 12

- no, have not

Other

- government seems to be slowing down, with their A-B-C review as an example
- they start down roads, then turn back
- we're more involved with government on other issues, not labour market concerns
- one recommendation – work to keep existing employees upgraded and re-trained; we compete internationally

Labour

Individual Related/Relatives aux personnes

1. For young workers, the experience requirements are unreal
   - The lack of resources to accompany the job seekers in their search
   - The lack of mechanisms for job seekers to make themselves known to employers

2. Lack of resources and "voice mail" in Govt offices prevent access to information and gives negative (rejection) messages to job seekers.
   - Access to Internet information requires computer literacy, even at Resouce Centre

3. Radio stations and other free and easily accessed media
   - Job Fairs also seem to become a good approach to link seekers with employers

Employer Related/Relatives aux employeurs

4. Diffusion of employment opportunities via private radio stations

5.Lack of mentoring structures, etc. for new employees

6. We have our own bureaucracy too (apparently all necessary)

Government Related/Relatives au gouvernement

7. A presence in the community to facilitate the meeting of seekers and employers.

8. Federal HR targeted money which was transferred through devolution is being allocated to multi-nationals who bribe the NB Government with a few jobs.

9. Too much paperwork. Reduce the administrative levels in order to simplify things.

10. Flexibility in accessing services is still a problem. We had hoped that people could improve their employability through college and other studies, without losing the benefits needed for their family (E. I. and some Social assistance).

Individual Related/Relatives aux personnes

1. Finding the jobs (knowing where to search varies by employer and manager)

-Cuts to Govt positions and staff present major difficulties for employees and for the economy to re-integrate these people in the workforce.

-Internal competitions within Municipal, Provincial and Federal Govts and sometimes within Departments

2. Job opportunities in other jurisdictions:

-More realistic descriptions of qualifications: (they always post the high end of the acceptable range …the ideal qualifications)

-Undocumented qualifications acquired on the job (or while working) by candidates.

-The forecast of employers (or on their behalf) of expected employment in 5-10-15 years so as to help workers in their training and development and in planning their career.

3. All the media have their place but a more consistent and systematic approach in their use by Govts and other employers would facilitate the seekers' job. Sometimes they will use only some provincial dailies

and other times they will advertise only on radio, etc).
-More personalized support and follow-up to these media is also needed.

Employer Related/Relatives aux employeurs

4. Diffusion of information about jobs, their corporate vision and the work environment.
- As we approach "full employment" once again, the working conditions will have to be more competitive among employers. (Now the external market is the main concern).

5. The abuse of term contracts and of overtime prevents many workers from making a "living wage". These people are willing to change jobs but they need a transferable pension and standard normative benefits for their family.
-If employers diffused their job openings more widely, they would reap a much broader and larger supply of candidates (better chance of finding the "perfect fit" for each job.
-Some test (screening) questions contravene human rights or have no link to the job (lie detection test, marital and pregnancy questions, etc).

6. Bureaucracy and red tape do not hinder employment. It is the barriers to equal opportunity, including discriminatory screening procedures, which hurt workers.

Government Related/Relatives au gouvernement

7. Employment Centres are still relevant although they have suffered severe staff cuts. As a consequence, many of these services are dehumanized and impersonal. (Some job seekers have not met a real person face to face in months and those that are so fortunate to have an appointment with a staff person, it seldom exceeds 10 minutes).

8. Lack of personnel (indicated in 7)
Govts are too selective in the media used to inform and advertise (see 3 above).
-Patronage: Some people who are competent seldom bother applying if they are of a different party than the government. The perceptions surrounding patronage are also damaging in overestimating the influence of politicians in the normal recruiting process.
-Under Part 1 of the NB Govt. the law has loopholes that allow "legal" patronage appointments.
-Some laws and procedures are also used to discriminate against some worker groups e.g. the cleaning staff in hospitals have a different wage level and benefit package, whether they are 'full time', 'part-time', or 'casual employees', even if they perform exactly the same work.

9. Should discontinue all of the practices indicated in 8 above.

10. It is always more complicated when there are several agencies. The NB restructuring is a step backward as regard training and education by carving Community Colleges out of Education. Similarly, putting mental health and care of the old outside of the Health Dept will create major problems relating to confusion, inconsistency and duplication.

Individual Related/Relatives aux personnes

1. The marketing of experience-gained expertise and job-sponsored courses by seekers and by those with advancement potentials e.g. courses given at military bases.
- The lack of a process to maintain and progressively build on their credentials so that it will be ready and in a marketable form. when they seek re-employment
- Mobility: Assistance (if any) is always discretionary and seldom made available in the private sector (even within the same company).

2. Lack of documentation, of an appropriate system to keep accurate and transferable records of acquired competencies while on the job.

3. All media listed have their place.
- Need personalized services to make effective use of most information available.
- TV could be used more (as in Québec) where the cameras take tours of a prospective job and the video is viewed by seekers in relation to a written job description.
- There are too many firewalls on the Internet to obtain a useful job search.

Employer Related/Relatives aux employeurs

4. Ads in papers and other media

5. Lack of adequate definition of job offerings. Often employers do not know what they really need or what they are looking for.
- Inadquate preparation and poor selection methods (don't know how to identify potentials. except as it relates to family members ....in private sector mostly)

- Discrimination on a gender and minority group basis (only subsidies seem to work for as long as they last) and lack of support services for single parents (child care)
- Lack of transparency of private employment procedures and practices.

6. Advertising for jobs that are already "decided" (family or circle of friends)
Many SME's do not have enough procedures and systems

Government Related/Relatives au gouvernement

7. Ads in the media
A Canada-wide employment data bank

8. Devolution to the provinces is failing. The intended 'seamless' service is not occuring. There still are separate federal and provincial offices, each seeking visibility and, overworked federal staff and total confusion among provincial staff.
- The political and fiscal year nature of many programs, e.g. most training and development programs overlap fiscal years and may be prematurely terminated.
- Make-work training programs (e.g. to rescue 'black hole' victims) were an insult to any definition of training (no vision and most students knew more than the teachers).
- Exodus of our youth for reasons of working conditions (salary, benefits, etc)

9. Govts must become more accessible and pro-active. Long-term planning to anticipate needs rather than the current band-aid approach.
- Eliminate patronage: A significant increase has been observed over the past 2 years. .
- Structures and systems are too complex and rigid: age and no. of dependant criteria, if they must be, should allow some flexibility of interpretation.
- Decentralize but keep sufficient coordination authority to maintain national standards

10. There should be more dialogue among Govt Depts at all levels and with industry.
- Employment Forums may prove effective to bring about the needed concertation.
- The silo culture of many Depts is difficult to break, unless managers know and trust each other. Otherwise, games will continue at the expense of clients and taxpayers.

Individual Related/Relatives aux personnes

1.- The declining economic forecast for resource sectors like fisheries, mining, forestry.
- The lack of permanent jobs in parts of the province (e.g. Péninsule Acadienne)
- An under-educated workforce in parts of the province (e.g. "   "   )

2. Openings and exigencies are not always clear enough and diffused widely
- The sources of information are all confused as a result of NB Govt restructuring
- The Fed-Prov integration of services (e.g. in Edmundston) only lasted 3 months

3. Humanize the information sources and personalize the information
- Simplify the informaion to unemployeds
- Identify the workforce needs by category for 5, 10 years from now for HR planners

Employer Related/Relatives aux employeurs

4. Postings of openings

5. Lack of investment in new employee training and in continuing education for their employees
Lack of long-term HR planning and succession planning (except for top management) By 2010, paper mills will be short of qualified workers.

6. The problem is not bureaucracy per se. It is that the key players at various levels of the bureaucracy are too narrowly focussed on maximizing profit at the cost of society's long-term betterment

Government Related/Relatives au gouvernement

7. Basic education, a set of human rights and other collective notions of security

8. Too rigid e.g. The integration and smoothing of steps to move away from unemployed to university graduate is a failure. People either starve their family to do it, get discouraged or fall in multi-agency cracks.
- Small politics continues to curtail our social and economic growth

9. Decentralise and simplify to help people

10. Ambiguity remains a problem to address between federal and provincial governments
The one-stop-shop was supposed to produce a seamless process to allow people to move from unemployable to university trained. It is more fragmented than it ever was, now among provincial agencies.

Individual Related

Q. 1
- the biggest barrier is the training and education levels required, even for entry-level or trades jobs
- grade 12 to be a labourer? - used to accept grade 5 or 6; it's gone overboard

Q. 2
- that's difficult to answer; our people are all employed and not job-hunting

Q. 3
- N/A

Employer Related

Q. 4
- in finding employment, their newspaper ads are particularly appropriate
- internal postings for job openings at other sites
- wages and benefits, plus pension plans, have become relatively attractive

Q. 5
- non-smoking policies are too stringent: they screen people out on this basis alone

Q. 6
- nothing in particular
- the process is not a burden; only appropriate safety training

Government Related

Q. 7
- there's a good system at E.I. that allows checking on-line
- it works well, kept current, etc.

Q. 8
- a lot of concern for bilingualism
- people who can do the work, and even if they don't meet the public in the course of their jobs, are discriminated against if they are unilingual
- two languages for laborers
- An issue that's spreading from government to other employers

Q. 9
- nothing to criticize beyond Q. 8

Q. 10
- N/A

Individual Related

Q. 1
- lack of work, except short-term
- few of their members work year round, even if staying largely with the same employer

Q. 2
- large construction projects coming to NB need to have skills needs identified further in advance: we need lead time to train, upgrade and be ready for those opportunities
- we could provide trained labour, but miss the opportunities to do so
- if they were trained for term jobs, the newly trained or upgraded persons would subsequently be available for other assignments
- union and government cost-share the training delivered through their own government-approved training institute and in-the-field training
- it's a communications issue

Q. 3
- it should be newspapers, radios and union halls/construction associations
- some sort of bulletin system would be preferred in the case of the latter
- 6 months to a year would be ideal

Employer Related

Q. 4
- for our union, it would be contact directly from the employer to the union local: we can do screening

for identifying the best workers

Q. 5
- employers too often bring in too many workers from outside NB without sourcing in NB
- if they have contacts outside NB, they'll continue to use those even if NB workers are now trained and available

Q. 6
- don't know, we're the "middle man"

Government Related

Q. 7
- the wage subsidies are the most effective program available
- also, E.I. offers upgrading of skills, opportunities and career planning services, both being very good programs
- we buy some training from NBCC's when the scheduling fits

Q. 8
- for training, if we want to upgrade a member, needing financial assistance, if the person is not on E.I., the training can't be offered
- it's limiting; flexibility
- subsidies to relocate to where work is available are needed for intra-province mobility; this should be cost shared as it was in the past

Q. 9
- see Q. 8 - it should be easier to access training, flexibility needed in applying criteria

Q. 10
- unaware of any issues

Other

- there should be a national standard regarding trades for work in handling hazardous waste
- too many companies are hiring off-the-street to do such work (scaffold-building, asbestos removal, etc.)
- there should be a provincial Safety Construction Association - work done to date is sitting on shelves
- workers from outside NB are not trained in safe practices as the NB workers are
- but without rules, employers bring more poorly trained people and they pose risks, cause accidents, etc.

Education and Training

Individual Related

Q. 1
- job experience (lack of) - we get them "off the street" and we train and assist with placement
- they have prospects of all sorts – teen school leavers, redeployed older workers, downsized individuals, career changers
- one-half classroom, one-half on the road, total 240 hours
- 97% pay their own way, 2 – 3% are HRD or WCB sponsored

Q. 2
- no information voids
- there's such an acute shortage (100,000 Canada-wide) that employers are searching out the trainees

Q. 3
- N/A

Employer Related

Q. 4
- company recruiters assist very aggressively; they come straight to the schools for interviews and hand out application forms, etc.
- new graduates don't have a lot to offer at the entry level so no benefits or special practices in return

Q. 5
- lack of experience some insist on 2 years experience and
- age restrictions 25 years old for entry
- companies wishing to control their insurance premiums try to control age and experience of drivers
- younger drivers are better drivers; they don't come with bad habits

Q.6
- no insights beyond answers in Q. 5

Government Related

Q. 7
- through students loans or in assisting with training costs; this should be their only role

Q. 8
- none in their experience
- all students/graduates get immediate employment; government doesn't inhibit
- government has a provincial screening standard re: physical qualifications
- their road test by a provincial examiner is easier than ours

Q. 9
- none in this business/industry

Q. 10
- N/A

Other

- Government cutbacks are resulting in less money for training, therefore fewer trained, therefore fewer jobs

Youth

Individual Related/Relatives aux personnes

1. For young seekers, accessing information about job offerings, where and how to get it.
Transportation to seek employment and relocating to a job away from home.
Find a good fit between the job and family obligations (e.g. single parents)

2. Information on salaries and normal rates for different jobs (to narrow down the search to offerings that can provide for one's needs (relative to welfare, etc)
Information about individual SME's (to tailor C.V.'s and prepare for interviews) since very few of them have a web site and don't have up to date documentation.

3. For youth seekers, radio (community and student); Posters at the Golden age clubs and newspapers for those >50; and children's programs for those 30-40.
Use the same tools as for marketing a commercial product.
Attractive, well-designed brochures should be handed out personnaly (not sel-serve).

Employer Related/Relatives aux employeurs

4. Job ads at Employment Centres, radio, etc.
They find it more expedient and less risk to hire through informal and familiar circles.
Few believe in the merits of formal procedures

5. The informal and personal networks of employers are difficult to penetrate.
Employers do not have (take) the time to personally meet and interview each applicant.
The unspecified (hidden) multi-function aspect of many jobs.

6. Potential employees don't like the screening process of some employers (arbitrary, done by clerks, etc) but it is necessary when you have 400 applicants for 10-12 positions.

Government Related/Relatives au gouvernement

7. Access to free services to help them in their search (advice, telephone, fax, photocopy, newspapers, Internet) all this and more at the Campbellton Resource Centre;
-Single counter for all Depts/Agencies, in Shopping malls
-Job Fairs/Salons de l'emploi, exhibits at commercial fairs, etc.

8. Small politics and patronage in the staffing of Govt jobs (it is degrading and it lengthens the process)
-The switch to more and more term jobs

-Make work projects' criteria are too restrictive (age, dependants, education, etc)

9. Too much paperwork and delays (3 months) for short term jobs (2 months)

10. There are fewer problems now with the co-location of Depts with complementary services. Better for clients who can be referred directly to the appropriate desk on site.

Equity Groups

Individual Related

Q. 1

- a variety of issues depending on the disability involved and the limitations imposed
- loss of the social safety net when leaving SA for the job market, e.g. health card; paying those costs out-of-pocket makes them worse off
- transportation is a real impediment
- there are many entry points – disabled persons are too often shuffled from point-to-point, being asked the same, intrusive, offensive questions over and over
- limits are put on people too arbitrarily by counsellors (they're "grouped" unfairly)
- decisions take too long - front line workers don't have the spending authority for training programs or jobs - every agency attempts to be the "spender of last resort"
- some opportunity to get disabled in to entry level positions, but no opportunity for promotions/advancements
- there are few loans/grants for disabled people for self employment options
- the rate of participation is lower for this group than any other disadvantaged population (youth-at-risk; minorities, etc.)
- demographics will assist as there'll be critical shortage of workers

Q. 2

- many jobs are not advertised publicly
- traditional tools sometimes don't work for disabled people
- their service providers are often volunteers, themselves not "plugged in" to all the conventional sources
- changes in the last 2 – 3 years in Income Tax have made more forms of assistance to the disabled as eligible expenses (e.g. building renovations, vehicle adaptation)

Q. 3

- too much information/public relations is wasted
- more emphasis on informing agencies that work with disabled
- job banks are the best tool as they match needs and skills and don't focus on handicaps
- radio is more cost-effective than TV, and can afford repeated ads
- Internet works for the consellors
- all the agencies that assist should be linked and their combined information should be targeted
- destroy voice mail systems -- disabled persons have needs so specific that the range of options won't fit

Q. 4

- open mindedness
- on the job training
- employers with links to community-minded organizations
- wage subsidies they give persons an opportunity to prove themselves

Q. 5

- screening criteria too often are not indicative of the real requirements of the job
- using employees to refer to others; this type of networking is not constructive
- blatant discrimination, based on a lack of information, not fact
- some employment environments are not physically accessible
- some employers won't do anything to be accommodating

Q. 6

- somebody should be available to assist employers with incremental paperwork: otherwise easier to hire outside this group

Government Related

Q. 7

- programs designed specifically for and on behalf of the disabled work best for them; generalized programs do not
- government setting an example for other employers
- dedicated training $ - E.E.O and T.E.S.S. (Training and Employment Support Services Equal Employment Opportunities)
- programs of this type should be considered for contracting out to existing disability organizations who have a history of working in the community and know both clients and potential employers

Q. 8

- lack of co-ordination; duplication and overlap in mandates
- parallel "silos" don't get cross-managed

Q. 9

- delays, even to say "no"
- clients are "creamed" - to get their own brownie points, civil servants place the simpler, less-complicated clients; i.e. those with a lesser level of disability
- the more difficult ones, for whom the programs were originally designed, get "last resort" assistance
- don't generalize by sending all persons with the same type of handicap to the same source of employment
- give front line workers authority and flexibility – fit the program to the people, not the people to the program

Q. 10

- yes, a number of them on a regular basis
- act as a resource and a referral source, and as an ombudsman
- treatment/reaction is inconsistent; there are differences within the same department, region to region
- the more difficult cases still get the least help

Other

- government is trying, even if for the wrong reason (financial), but they still lack enforcement in current human rights legislation and employment standards legislation

Individual Related/Relatives aux personnes

1. Gender barriers: Afraid of having to provide maternity or child sick leaves, etc
Qualifications' evaluation by potential employers (accents, cultural shortfalls, etc)

2. They have all the info that is available to anyone but do not have the networks for accessing the informal and internal-to-workforce information on unadvertised jobs, etc.

3. Use all media but add organizations/associations because immigrant women are new in the community and do not know how to look for or how to interpret information.

Employer Related/Relatives aux employeurs

4. None. They do it for Canadian adult workers, for students or for kids

5. The revolving door of not having a Canadian experience. How can they get experience unless given the opportunity? Experience in related areas is often not recognized.

6. Forms are too complex – use simple language and cut down the use of acronyms. The information runaround is common. Why have red tape (barriers) in recruiting?

Government Related/Relatives au gouvernement

7. I don't know of any that relly assist

8. As an employer, governments fail on most aspects: Information, openness, friendliness, etc. both on the gender and immigrant aspects.

9. Cut down on the complex language and acronyms. F P labor agreements make great promises and never live up to it e.g. you have to be on E.I. or Social assistance in order to access free training (doesn't apply to women who have been out of the workforce for a while.

10. The runaround and 'passing the buck' concerning procedures and legislation. It is difficult to know where the F P boundaries lie for some programs, particularly if you are unfamiliar with the Canadian

system and culture.
Any Other Comments/Suggestions – Autres commentaires/Suggestions
There are many women out there who want to enter the workforce and cannot afford the cost of upgrading their skills (after they have been out for 5 years or more)

(c) Job Seekers

I. Introduction

The group met at 1222 Main Street in Moncton. The 11 participants were currently or had recently taken part in a "job search" program sponsored by the NB Department HRD & H. The Memramcook Institute coordinates the training on a contract basis. The two trainers for the course also attended the focus group session and offered their insights based on 2 years of conducting the Job Search seminar.

This report is arranged around the questionnaire that was used as the main area for discussion. The focus group had three stages:

- -Identification of issues in three categories:
    - -Individual related
    - -Employer related
    - -Government related
- -The issues were discussed in detail and for some challenges possible solutions identified
- -The group then selected what they felt were the "key issues", that should receive attention as soon as possible, from those earlier identified.

II. Results

Individual Related Challenges (not in order of priority)	
Challenge	**Possible Solution (When Identified)**
1. It is difficult to obtain work experience especially when just coming out of school	Companies should be prepared to offer experience
2. Having unclear personal objectives--it is confusing when you have lost a job, do not know job skills, where to look	
3. Changes in the workplace--if you have been out of work for a while	Companies should be prepared to hire and train
4. Lack of information on services available to job seekers	Job Search workshop should be communicated to anyone drawing EI or Income Assistance
5. Not knowing where the jobs are--have to go to every company and ask	
6. Difficult to make contacts and start networking--where does one start?	Job Search Workshop
7. Job advertisements are either flipping burgers or rocket science--very few in between jobs	
8. Not having a computer or no internet access-many complained that the access centers were not well located or had old, slow equipment	Jobs should be advertised through newspapers, job banks and telephone job banks There is need for a web ring or general index of work related web sites--or links from one to another

9. Difficult to find information on job fairs	
10. Many jobs are advertised as bilingual required	
11. Not fitting any criteria for a program for upgrading--may not fit any government program	
12. Difficult to maintain motivation to keep looking and deal with continuing rejection	
13. Personal concerns: -low self esteem -self doubt -pressure to work--social, economic	Job Search Workshop helps
14. Some people, like a single parent, cannot afford to take a minimum wage job and still feed their family	
15. Finding a job market where my skills fit--where do I fit in the new work environment	May have to take a low paying job to get started
16. Moving to a new area and don't know employers or services--difficult to find out about the Job Search service.	
17. Going through the stressful interview process--many interviewers	
18. Lack of access to post secondary education--age or lack of funding	

Results of Job Seekers Focus Group -- St. Stephen, April 25, 2000

I, Introduction

This group of 11 job seekers, many of whom were on Employment Insurance, Social Assistance and/or in government sponsored training programs, met for the afternoon at the Provincial Building, King Street, St. Stephen NB on April 25.

This report is formatted to correspond to the questionnaire and the sequence of tasks which guided the session. First, the challenges to seeking employment were identified as individual, employer or government-related and are recorded in random order. Where possible solutions were identified, they were recorded by the facilitator.

Secondly, the group selected six from the range of issues identified as being "key", and these are listed in the order of priority agreed by the group. Again, where possible solutions were identified and agreed, they were recorded.

II. Results

Individual Related Challenges (not in order of priority)	
Challenge	Possible Solution (When Identified)
Re: Question 1	
1.1 Child Care – access to at reasonable rates	
1.2 Criminal Record – town's small: everyone knows	- should be forgiven after 10 (?) years - can't "pay" forever
1.3 Illness	
1.4 Lack of skills	
1.5 No Vehicle Drivers' License impedes potential	
1.6 Attitude	
1.7 Personal Appearance – be neat, not seductive	
1.8 Education	- too many labouring jobs are specifying too much education

1.9 Age – some employers want employees of a certain age at certain levels	
1.10 Employers expect me to "kiss ass"	
1.11 Shift work – can't accommodate family circumstances	
1.12 Wage Rates – too low	
1.13 Transportation	
1.14 Experiences should be given credit	
Re: Question 2	
2.1 Childcare	
2.2 Employers' Expectations - expect too much for entry level and pay too little - go beyond job descriptions - employee's preferences don't count	
2.3 Job Postings	
Re: Question 3	
3.1 Internet – Newspaper, (but all are good)	
3.2 It's all there (the media list) but EI and newspaper are best	
3.3 TV	
3.4 Radio	
3.5 Pamphlets/Employment Search	- Why not job pamphlets with sales pamphlets in newspapers
3.6 Computer	
Employer Related Challenges (not in order of priority)	
Challenges	Possible Solution (when identified)
Re: Question 4	
4.1 Job net/job phone lines are most helpful	
4.2 Partner programs/wage subsidies	Need more; work well; they're more tailored than general programs
4.3 Private companies or listings	
4.4 Employment Agencies	
4.5 Job bank	
Re: Question 5	
5.1 It's who you know especially in a small town	
5.2 Criminal Record - relocations aren't possible when not all family members can go	
5.3 You've got it, then you haven't - start them 'til they find someone better	- single people shouldn't have priority over family people
5.4 No training available	
5.5 Hiring family/favourites	- give others a chance
5.6 No discrimination – weight; colour, piercing	- if you want a job badly enough, change your appearance
5.7 Discrimination	-"Give me a chance before you label me"
5.8 Bilingualism – it's just not needed in St. Stephen	
Re: Question 6	
6.1 Restrictions/favouritism need to be corrected	
6.2 Family-oriented	
6.3 Sexual Harassment	
Government Related (not in order of priority	
Challenges	Possible Solution (when identified)
Re: Question 7	
7.1 Job Line	
7.2 Unemployment	
7.3 Social Assistance	- should be able to work half time - family circumstances require more than

Partners' Programs/Wage Subsidies	$6.00/hour - could be of even better assistance if didn't take benefits "net" away when someone moves to job market
7.4 Income Assistance	
7.5 Unemployment	
Re: Question 8	
8.1 Education and/or Criminal Record	
8.2 Trades – difficult without an allowance	- need $ to undertake your own training
8.3 On-the-job-training – a new loan won't help if SA won't cover it	- training loans should be forgivable if the program is completed
8.4 Getting a trade when you have no income	- (see 8.2)
8.5 Education	
8.6 Skills – what skill do I need to pick up a 2x4 or wheel a cart of chocolates or sweep floors	- we can be shown that, but can't get in
Re Question 9	
9.1 Too many restrictions	
9.2 EI rate should be higher – it goes down every year – was 60% of lowest wage, now 42% and no social net	- you're "safe" with welfare – basics, at least, are taken care of; not so on EI
9.3 Internal competitions	(Open Jobs to the public) – union rules are often inhibitors - out-of-towners take "local" jobs based on seniority
9.4 Being bilingual	
Re: Question 10	
10.1 Welfare (you make less)	
10.2 Too much run-around	

Job Seekers Group--Campbellton

I. Introduction

La rencontre du groupe de réflexion a eut lieu au 59 rue Water à Campbelton, de 9 h à 12 h le 28 avril 2000. Les sept participants étaient tous présentement à la recherche d=un emploi et furent convoqué par l=équipe Connexions. Le rapport qui suit est présenté selon la structure du questionnaire qui a servit de guide à la discussion. Le groupe de réflexion comportait trois principaux éléments:

-L=identification des difficultés que vous rencontrez:
  -relatives aux personnes
  -relatives aux employeurs
  -relatives au gouvernement

-La présentation des difficultés par les auteurs, discussion en plénière et identification de solutions possibles.

-Priotisation individuelle et consensus du groupe entourant les 6 priorités à résoudre afin de faciliter la recherche d=un emploi.

II. Les résultats

Les difficultés relatives aux personnes (sans priorité)

Difficultés	Solutions possibles
1. Le manque d=emploi dans mon domaine et dans ma	Élargir mes horizons et diversifier mes competences

localité	
2. Ignorer mes droits comme personne afin d=accepter un emploi pour suffire aux besoins de nos familles	Informer les employeurs des droits de la personne (exigences irréelles parce qu=on est pris à la gorge)
3. Intimidation, harcèlement, abus de pouvoir par certains employeurs	Favoriser plus de concurrence au niveau des employeurs
4. Quel C.V. est approprié à l=emploi postulé?	Obtenir plus d=information sur l=entreprise et l=équipe d=accueil avant de faire la demande
5. Comment vendre mes compétences en vertu du poste et de l=employeur (trop ou pas assez de qualification)	Des conseils sur les indices qui nous aide à choisir l=approche de marketing approprié (juste assez de dynamisme et d=agressivité)
6. Préparation à l=interview. Parfois le choix est déjà fait et on perd notre temps	
7. Manque d=éducation (secondaire cinq)	
8. Frustration et découragement	Promouvoir la persévérance et une attitude positive envers la recherche d=un emploi

Les difficultés relatives aux employeurs (sans priorité)

Difficultés	Solutions possibles
1. Manque de compétences en relations humaines	Promouvoir la formation en ressources humaines parmi les employeurs
2. Abus du besoin d=un revenu par les candidats/employés (exigences anormales tout en ne payant que le salaire minimum)	
3. Discrimination (ou exigences spéciales tels que l=apparence) envers les femmes	
4. Manque de définition complète des postes (des fonctions et critères Aconfidentiels@ et parfois Amalhonnête@)	Définir si le bilinguisme est un atout ou une exigence ou si le poste est multi-fonctionnel (et quelles sont les fonctions?)
5. Manque de communication sur les besoins et caractéristiques de l=entreprise	Aider les PME à offrir la documentation nécessaire à la préparation pour l=entrevue
6. Faire affaire avec des intermédiaires (pas pouvoir se faire valoir au Aboss@)	
7. Manque d=accès au réseau interne pour prévoir les ouvertures (et se préparer)	
8. Trop de patronage (famille, cercle d=amis, politique, etc) Le poste est comblé avant que les entrevues soient complétées.	
9. Manque de temps pour l=entrevue (le patron donne l=impression de perdre son temps)	

10. Manque de respect envers les candidats: insuffisance de préparation; des questions sans rapports ou indiscrètes; aucune réponse à notre demande d=emploi et présentation du résumé: etc.	
11. Des méthodes périmées de recrutement	Éclairer les employeurs sur l=importance du recrutement
12. Manque d=investissement dans la formation continue des employés	Une loi exigeant un pourcentage du chiffre d=affaire à consacrer à la formation (Québec)

(D) Recent Hires

I. Introduction

The group met at the Wharf Inn in Miramichi, from 7 pm to 9:30 pm on April 27, 2000. The 6 participants had recently taken up employment in the area. Marjorie ? , of NB Family Services also attended the entire session as an observer. This report is arranged according to the structure of the questionnaire that guided discussions. The focus group had three stages:

- -Identification of challenges in three categories:
    - -Individual related
    - -Employer related
    - -Government related
- -The challenges were presented by the originators and discussed in detail with the group. In some cases, possible solutions were identified.
- -From those listings, the group selected and reached consensus on what they felt were the 7 "key issues", that if resolved would have greatly facilitated their access to employment.

II. Results

Individual Related Challenges (not in order of priority)	
Challenge	**Possible Solution (When Identified)**
1. Not meeting the bilingual requirements	Facilitate access to language training
2. Age (too old or too young)	Employers should not generalize and automatically screen out on age basis.
3. Lack of experience or of the type (old or modern technology) desired	Potential employers should be prepared to hire and train (internship)
4. Not aware of hiring practices. It's as much who you know as what you know	
5. Not knowing where to look for jobs. Many openings are not advertised or only in major papers (which we cannot afford to buy)	Get into the "word of mouth" network of potential employers. Advertise in local papers and other media
6. Depressed and narrow attitude. Short-term contract jobs or position elimination, put us in a perpetual "restart" role	Seekers must be adaptable, flexible and aiming at exceeding requirements
7. Changes in the recruiting procedures and what is the appropriate CV for a particular job application?	Consult employers on what they seek and provide training on CV writing and how to perform at interviews
8. Low paying jobs are insufficient to live on	One should still take such jobs (even volunteerism) to gain experience and benefit from the work network. "You are more employable when you are employed"
9. Inadequate support services for trainees and job seekers with family obligations. Bringing family stress at work affects output	Increase allowance (>$250) and daycare services in rural areas All jobs should have basic benefits, such as sick leaves, transferable pensions, etc.

10. Mobility (vehicle) and relocation for job purposes is difficult to do when no income	Inform job seekers of the stressfulness of relocation
11. The cost of continuing education in order to remain competitive is too high	Employers and governments must invest more in that area, including new hires
12. High student loans and other financial obligations make it hard to further invest in one's job readiness	Interest relief assistance for a few years on student loans
13. The job market is saturated	
14. Need to work at two casual jobs	

Employer Related (not in order of priority)	
Challenge	**Possible solution (When Identified)**
1. Underestimate new hires. Must prove their trustworthiness	Promote mentoring and allow mistakes and opportunity to learn
2. Some employers hung up on gender	Promote more openness to non traditional roles for men and women
3. Need better interview manners and skills	They should give it more attention, prepare better, recognize the stress of candidates and avoid intimidation
4. Too much training and experience appears to frighten employers	
5. Favoring family and friends in hiring	Advertise only if there is a real opening
6. Non-degree qualifications under-valued and often not mentioned in advertising	Identify experience requirements and recognize these qualifications

Government Related (not in order of priority)	
Challenge	**Possible solution (When Identified)**
1. Lack of awareness about government services and how to access them	Promote the excellence of some services such as, Work placements, Job shadowing (youth futures), career counsellors, etc
2. Bilingualism requirements	New unilingual employees should be given the opportunity to become bilingual (sponsored by governments)
3. Political influence in recruiting	We should not have to request support of our MP or MLA
1. Some bureaucrats play games with job seekers. It is already embarrassing enough to be seeking help	Power should stay at a level where it can be used properly. They often have control over peoples' lives. Rearrange offices so that Big Desks do no become barriers to empathy and effective communication
6. Training money is misused to provide training in categories which have no job	
7. Super-skills are often required in job descriptions, relative to the real work	
8. Not enough jobs created by the system	More economic expansion programs
9. Government programs seem to privilege the under-30 job seekers	
10. Small municipalities rely too much on local entrepreneurs and SME's	Invite large companies to come and create a more competitive situation

11. Lack of communications among government agencies	Promote collaboration and avoid duplication. Assign local leadership to one agency
12. Contract work is an uncivilized practice	All employment should offer basic benefits (leave, pension contribution) and governments should lead the way

(E) Employees Seeking Advancement

Campbellton Group

I - Introduction

La rencontre du groupe de réflexion a eut lieu au Centre civique Memorial de Campbelton, le 10 mai 2000 de 19 h à 21 h. Malgré les démarches soutenues de l'organisteur (Carlo Roy du Centre de ressource), seulement deux participantes à la recherche d'avancement dans leur emploi se sont présentées. Le rapport qui suit est presenté selon la structure du questionnaire qui a servit de guide à la discussion. Le groupe de réflexion comportait trois principaux éléments:

-L'identification des difficultés que vous rencontrez:
    -relatives aux personnes
    -relatives aux employeurs
    -relatives au gouvernement

-La présentation des difficultés par les auteures, discussion en plénière et exploration de solutions possibles.

-Priotisation individuelle et consensus du groupe entourant les quatre priorités a résoudre afin de faciliter les chances d'avancement.

II.- Les résultats

Les difficultés relatives aux personnes (sans priorité)

Difficultés	Solutions possibles
1. Disponibilité limitée à cause du manque de garderie et autres services	Meilleurs services de garderie à des prix abordables par des petits salariés et aux heures requisent par le travail (après-classe)
2 La situation des mono-parentales	Appliquer les lois concernant la pension alimentaires par le parent ex-conjoint
3. Le besoin d'appui et de services pour améliorer nos chances d'avancement	Le tunnel est souvent long pour atteindre nos objectifs
4. Manque de mobilité culturelle	Nécessité d'être a proximité de la parenté et d'avoir son appui
5. Manque de mobilité physique et frais élevés de déménagement	Système de transport en commun ou de tarifs de taxi spéciaux. Aide à la relocalisation.
6. Manque d'accès à l'information	Annoncer les postes et programmes d'aide dans la media locale, gratuite, etc.
7. Le manque d'emploi dans mon domaine et dans ma région	Diversifier , améliorer mes compétences et ma mobilité

Les difficultés relatives aux employeurs (sans priorité)

Difficultés	Solutions possibles

1. Le niveau d'expérience requis est irréaliste	Reconnaître l'expérience dans les autres domaines
2. Les offrent d'emplois sont internes ou limitées au réseau de connaissances de l'employeur	Étendre les réseaux d'annonces et d'admissibilité des candidatures
3. Les niveaux de salaire des petits employeurs sont trop bas relativement aux exigences (heures payées et flexibilité)	
4. Le manque d'ouvertures pour des postes permanents et à temps plein	
5. Les tests d'aptitudes sont inutiles / stupides	Offrir des exercises de tests aux postulants
6. Dans les petites villes, il y a trop peu d'emplois dans les secteurs qui exigent des certificats	
Les difficultés relatives au gouvernement (sans priorité)	
Difficultés	**Solutions possibles**
1. . Le travail au noir ou par des assistés sociaux nous font concurrence	Maintenir certains bénéfices de l'aide sociale aux petits salariés, surtout ceux / celles qui ont des jeunes enfants à charge
2. Le salaire minimum est trop bas	
Les principales difficultés (priorités extraites de la liste ci-haut)	
Difficultés	**Solutions possibles**
1. Le niveau des bénéfices nets des emplois qui nous sont disponibles dans la régions, sont plus bas que l'aide sociales	Donner accès à certains bénéfices sociaux aux petits salariés ayant des jeunes enfants à charge
2. Le besoin de connexions et manque d'accès aux concours internes	Étendre de réseau des annonces
3. Le manque de mobilité et de flexibilité des travailleuses monoparentales	Améliorer les services (transports en commun, garderies aux heures anormales, etc) dans les petites villes
4. Le niveau d'expérience requise irréaliste	Reconnaître l'expérience acquise ailleurs

Fredericton Group

Introduction

This group met at 6:30 in the Boardroom of ACOA at 570 Queen Street. . The facilitator followed the process and sequence suggested by the Questionnaire provided for the group.

As a first step, small groups identified a range of issues under the headings Individual, Employer and Government-related. Responses are recorded in the sequence of the questions but are reported in no particular priority. Solutions are noted only where they were offered.

The second step required the group to identify and prioritize "key" issues, and these are reported in order of priority with the solutions proposed and/or recommendations made.

Results

Individual Related Challenges (not in order of priority)	
Challenge	**Possible Solution (When Identified)**
Re: Question 1	
1.1 Few known contacts in employers – no insiders	
1.2 Always made to start at lowest level, regardless of experience – starting over	
1.3 Too much experience needed for what you can bring	Upgrading/retraining needed
1.4 Positions are too often filled before being advertised	
1.5 Not enough opportunities in certain geographic areas	
1.6 Want experience, employers won't give it	

1.7 Too many bilingual requirements; unilingual people are discriminated against	
1.8 can't afford mobility required to accept some opportunities - major risk	
1.9 Age – some employers want employees of a certain age at certain levels	
Re: Question 2	
2.1 Misunderstood N/A	
2.2 Previous training not considered N/A	
2.3 Many people do not have access to Internet	- malls are too public; embarrassing, libraries are better - more than 9 – 5 hours
2.4 Small businesses can't afford search agencies	- a comprehensive Internet site, free to all - need information on all jobs available
Re: Question 3	
3.1 Newspapers, Internet, job fairs, poster and billboards, TV	
3.2 Internet, newspapers	
3.3 I.V.R.	
Employer Related Challenges (not in order of priority)	
Challenges	Possible Solution (when identified)
Re: Question 4	
4.1 YMCA employment centres – pick up the job that Canada Employment Centres used to do	
4.2 Newspaper ads	
4.3 Volunteer work	Learn to work; get related experience
4.4 Cross-training	
4.5 Better-informed staff needed	Should be able to answer inquiries about openings
4.6 Employer needs to pay more costs	Employer and government each pay 50% of some "volunteer" training hours
Re: Question 5	
5.1 Employers want experienced people, but won't pay for it: they underpay!	
5.2 They offer only short-term contracts, and won't pay benefits	
5.3 Money-saving practices: they'll hire from outside rather than promote and have to deal with filling a 2nd position	
5.4 Lay you off: later start you over to keep you away from benefits or the union	
5.5 Internal hiring – someone else is already on the job and you don't know	
Re: Question 6	
6.1 Bilingualism is too often specified	
6.2 Skills, not just length of service should be a factor in promotability. Long service shouldn't matter over skills	Ninety days on the job is an acceptable standard as a probationary period
6.3 Favoritism – known friends, relatives, or family of existing employees	
6.4 Not willing to discuss rate of pay: some employers use	

minimum wage rate increases to preclude earned increases	
6.5 Wage rates should be offered - not, "What do you think you're worth?"	
6.6 Too much experience required for what the job really needs	

Government Related (not in order of priority)

Challenges	Possible Solution (when identified)
Re: Question 7	
7.1 Personal relationships with the civil servants will get you preferential notice of an opening – it's favoritism	But it is nice to talk to a human voice
7.2 Employment Insurance	
7.3 Economic development – notice of pending jobs coming; e.g. GFEDC	- They're a great filter in getting resumes to the best sources
7.4 Summer jobs for students	
7.5 HRDC	
7.6 Youth Connections – federally-sponsored – it's a service not connected to a specific opening	
Re: Question 8	
8.1 No relocation assistance available by employers or government	- Could the cost for the most suitable employee be shared?
8.2 Lack of funding and the elimination of assistance programs	
8.3 Internal hiring within government; there are not many new openings in the civil service	
8.4 Too many openings confined to Students or EI recipients - part of favored categories	
Re Question 9	
9.1 HRDC shows bad telephone manners	HRDC should have a human answer the phone
9.2 Bureaucracy – only voters get a chance for employment: non-voters have no chance for employment	
9.3 Favoritism - you just come to expect it in hiring for the civil service	
9.4 Often looking for a gender, a marital status, a minority, etc.. but it isn't said - It's reverse discrimination	
Re: Question 10	
10.1 Trainees laid-off instead of being given raises: brought back later (Question misunderstood)	
10.2 Term contracts – no benefits (Question misunderstood	
10.3 Discrimination in favor of tall strong men for some positions (e.g. corrections, enforcement, etc.	

(F) Additional Organizations--Business

Individual Related
1.We have discovered that the problem is not so much a scarcity of people, but more of not targeting our information correctly -tried one job fair 3 months ago and it did not work well--tried it again 3 weeks ago with terrific results--the difference was we involved the HRD counsellors to get the information out to potential clients/employees

-we know we will have to go outside Charlotte county --about 6-8% unemployment rate here.
-housing is an issue for most people

2. We need fish processing and cage or site working people--this is not a wide spread skill in the population
-ask for grade 12 completed or equivalent and we are looking for the right attitude toward work.

3. Job fairs, some work on the internet--we have the information we need

4. We have learned to target the groups of people we want to attract--i.e Telegraph Journal on Saturday gets to a certain group of people, various radio stations for the age group you want to get to.

Employer Related

5. We are now doing forecasts of staff requirements into the future (2-3 years) and we do follow-up surveys to see how accurate our forecasts were.
-We predict a turnover in our staff in about 20 year cycles--people may mover into higher level jobs or go to another industry if they have not in that time.
-Many companies generate their own resumes and indicate they have a backlog of applicants at this time
-We are now developing a housing strategy for the longer term
-We pay competitive wages --processing--$8.50 to 9.75/hour
--Site work-$9.00 to 13.00/hour

6. Many employers have had success with advertisements in the local paper followed by an open house where applicants can come to the facility and see what they think and get more information

7. The lack of infrastructure in St. George, housing is a problem and the industry is very competitive--some raiding across organizations occurs.

8. None I can think of

Government Related

9. Great cooperation with Training and Employment Development, Family and Community Services, ED&T etc.

10. Good cooperation, I can not think of anything that gets in the way

11. OK

12. OK

(G) Additional Organizations--Education and Training

Individual Related

1.-Lack of understanding of where the job growth will be in the future (location and job type or sector)
-Often those seeking information on the graduates and skills leave the request too late--need it the next day

2.NB Job Net is difficult for employers--much information to input
-Anyone outside of NB cannot access or use the system
-Too many out of date resumes
-The Federal web page may be laid out well but has too many restrictions
-Need 3 good web pages, one Atlantic, one Canadian and one other (US etc.)
-For a while Government may need to facilitate the process (i.e. put the data in for employers)

3. Only a small percentage of small employers are on line. Will need to maintain a personal contact--faxes and bulletins.

Employer Related

4. Provision of information sessions and participation in job fairs--we need to invite more employers into the Community Colleges and Secondary schools so the students and guidance counsellors are up to date on employer needs. Employers say "no one invites us to the schools to speak".
-GEC has been very successful (92% placement last year) and we get the message it is on the chopping block in the budget process this year!

5. The way the government is inconsistent in its programs--start a program one year then on to something else the next year--need a strategy and stick to it for several years--i.e. cuts to the subsidy program for co-op education.
-Call centers have a bad reputation because:
-Hours of work--short term 2-3 hours then off and back on later in the day

-lack of promotional opportunities
-ask to over qualification and people don't stay when another opportunity comes up

6. -Natural gas related organizations must be union member--very difficult for new entrants to break in. How do new entrants get through the closed shop of unions so they can get job experience?

Government Related

7. HRD and HRD-C are helpful but need to get out and advertise what they have to offer job seekers--i.e. the job seeker training sessions--are they concerned about overload??

8. Governments lack a strategic direction in Labour Force Development that they can stick to for several years and everyone knows the game rules.
-Very little service for the groups from 18 to 30 years old
-It appears the designers of the programs do not know what the actual employer and employee needs are.
-Many task forces try to deal with employer needs and we never see any action on the excellent recommendations that go forward.
-Not sure what the Work Ready Workforce teams will do--they need employer input.
-Government should consider dropping the wage subsidy program and give employers who hire inexperienced staff a tax rebate.

9. Change the rules and processes so it is simpler for employers to access programs to support them in business start up and expansion
-have clear paths and contacts for potential employers
-Many departmental people do not have enough real contact with employers
-Difficult to contact the "right person" in government departments even when you are on the inside.

10. Our students are often in contact with HRD & H and HRD-C--seems to work OK
-we have to go to them to find out what is available--they do not advertise what supports they have for employers/employees

Any Other Comments/Suggestions

-Need to support employers as much as possible, not bureaucratic blocks
-Those in the job creation business should improve their communication with the staff in placement at Community Colleges--we have a lot of information
-Don't depend only on the WWW it applies most to large organizations--not every employer is as computer literate as government employees.
-The problems that employers have are unique to the sector--cannot lump problems into one program solution.
Bilingual requirements are often overstated in job advertisements and at interviews

Individual Related

Q. 1

- the young adult (18 – 24) age group, plus only a few mature students plus a few foreign students
- our clients are unable to recognize the employer's perspective: a huge missing perspective
- panels/workshops with employers provide opportunities to dialogue in the absence of specific job opportunities
- a sizeable clientele
- there are so many assistance programs
- the only Canada-wide system capable of assisting with their 2,000-3,000 resumes annually is Campus Work Link
- it's the premiere site for students approaching graduation to post their resumes
- it's well supported by government and industry; it's very useful for institutions
- but even at that, students still don't appreciate their need to "buckle down and help
- themselves"
- they expect people to come to them with jobs - "I have a degree"
- employers are, once again, getting aggressive with on-campus recruiting
- but the competition for good jobs is Canada-wide or world-wide, so students must have at least some focus
- we struggle with giving that focus to our students
- how do you verify the legitimacy of employers in Australia or Thailand, let alone Canada and the US

- the challenge for students returning to university is to have projects selected by government departments that sponsor them – S.E.E.D. (provincial) and Summer Career Placement (federal)
- successful projects pay only $2400 for 10 weeks, too little (summer jobs)
- it puts a lot of pressure on students to work through their terms at school in financing their educations

Q. 2

- we need a big, provincial, 3-year plan re: career fairs and job fairs
- they're excellent, but need to have longer planning horizons
- they should not be motivated by financial returns for the organizer or by public relations
- each sponsor (government department or school) seems to think theirs is the only one; there must be co-ordination to prevent overlap and duplication; the institutions and their students can not respond to them all; "get your act together; collaborate!"
- it takes every human resource and $ we have to organize a job fair, when another comes along two weeks later; we could have supported someone else's, or vice versa
- more communication from government! - their programs are good but we'd appreciate input from the outset, not after-the-fact
- especially so re: the summer employment programs which invariably come too late
- their time lines don't suit student schedules
- most "hope" and "wait" through April and May

Q. 3 N/A as asked

- committee structures and general information-sharing; not just notices; we're left out
- we'd have something to bring to the table
- we're the arms and legs of those programs
- and we read about the programs in the newspaper

Employer Related

Q. 4

- information sessions - who they are as a company; what they do, what they consider their mission to be helps students screen themselves out and not waste the companies' time with formal applications
- liaising with the Student Employment Services - for smaller companies, this adds legitimacy and "profile"
- students are choosy consumers of jobs, despite being desperately needy
- positions described on the UNB Internet site has been a positive development
- "hits" up from 400/month to 1800/month over last 6 months

Q. 5

- employers trying to remain anonymous, as if recruiting via a "head hunter"
- Campus Services simply won't work for those companies
- International companies that won't help with Green Cards, Visas, etc.
- Companies that don't follow-up on their commitments to students

Q. 6

- see Q. 5
- they need to recognize that Campus Services can not work as a Just-in-Time" employment agency - we need lead time to be effective

Government Related

Q. 7

- internships, both mid-degree or year-long after graduation
- these experiences are the most effective use of resources that we've seen
- they are finite and highly effective, especially the co-op programs
- they not only introduce them to employment, but they develop them, upgrade them, and retain them
- UNB does about 100 programs/students per year in a 12 hours/week Work Experience Program of their own: need to mirror this in the community - THIS IS INNOVATION

Q. 8

- need to understand the academic time lines better, and communicate with us
- we have only 2 13-week windows when we can work

Q. 9

- see Q's 2 and 3 re: our needs/links etc.
- we're the deliverers; let's help each other

Q. 10

- for mid-degree/summer jobs. definitely
- students register everywhere, both federal and provincial
- can't always track results of this
- do they get "degree-related" experience or just a job?

Individual Related/Relatives aux personnes

1. Skills matching: Employers need to appreciate that some skills are transferable (e.g. excel will facilitate learning Quatro pro) and student to appreciate that most SME businesses do not have Office 2000 yet

-Informal contacts: Many openings are never advertised and young graduates don't recognize the importance of personal contacts

-Competition: Layoffs have brought a lot of experienced workers on the market. Many positions are filled by overqualified people (Master's degree in music for a wood processing job), because of a shortage of opportunities in some areas.

2.Lists of potential employers by fields of interest to us and for all regions in the Atlantic

List of all Government and Govt sponsored employment offices in NB. A 22 year old does not know where to start looking for those.

3. –The Internet. It can be bookmarked and updated easily. However, recent NB Govt restructuring has left us hanging as to which Dept holds the youth envelope …TED?

- Job Banks
- Information sheets and leaflets are useless because they become obsolete quickly
- The use of kiosks should be limited to Job Fairs or in other dedicated crowd events (not in malls or at the FREX)

Employer Related/Relatives aux employeurs

4. Temporary agencies downtown: Call Centres: etc, provide an opportunity for young graduates to gain experience, test their skills, develop references and some free training.

5. In-service competitions make it very difficult for graduates to find a job, until they learn to play the game e.g. most of the non-medical positions in DECH are filled from the food service and custodial staff (clerical workers work in the kitchen until an opening).

-Recruiters focus on the perfect fit applicant and do not know enough about each specific job to identify 'close fit' or matching potential candidates.

-Some employers have instructed their front-line staff to say "we do not take résumés", which is the ultimate in rejection to a young person who has just put all his/her hopes in that employer invention.

-Bilingualism should be provided by our educational institutions on the same basis as the 3 R's, if we are going to make it a condition for a mojority of jobs. It is too expensive and difficult to acquire it on your own at the required proficiency level.

6. Small businesses do not have red tape unless it is imposed by Govt. On the contrary, most do not have enough documented systems and procedures e.g. they often 'test drive' potential employees. HR policies and procedures should be promoted in SME's

Government Related/Relatives au gouvernement

7. Employment Centres job listings are a big help

- The attitude of the receptionist at the HRDC offices can change the life of a young job seeker. That person at the end of the phone who treats them with kid gloves and show some understanding and kindness, goes a long way in balancing the intimidation of student loan letters, banks and employers who refuse to take their résumé.

8. Hiring freezes and downsizing in Govts usually occurs in February-March, and floods the job market with qualified and experienced workers just before our graduation. It should be timed (September to January) to allow a period for the market to absorb these workers.

-Political appointments or being told by the Minister to hire a specific person.

9. Govt ads should be in simpler terms and indicate clearly the requirements.

- Interviews should be carried out by people who know the jobs well.

10. We need a new phone book to know the names of NB Depts and what falls under each one:

- In situations where more than one Dept is involved, the different procedures. etc, become apparent such as some will only accept electronic résumés, others won't accept them. Different forms and interpretations of rules also become a source of confusion for young people.

(H) Additional Organizations-Youth

Individual Related

Q.1 "no experience, no work" cycle

- you need contacts for the hidden job market; too many people don't have contacts and not all jobs are advertised ones
- youth want challenging and futuristic work
- some of the "at risk" youths have stereotypes attached
- student loan obligations plus normal living expenses go well beyond entry level remuneration (esp. where need transportation)
- rural NB youth have a particular problem finding work near to home; they're uprooting the rural fabric of NB
- there is a brain drain, both for higher education and better employment opportunities - we should "key" on our best and encourage them to stay
- within NB, bilingualism is often required, and there are inadequate second language training opportunities
- when people are working at something, but they're overqualified for what they're doing, if you're already employed, HRDC regards you as not a problem

Q. 2

- young people need any work experience (e.g. volunteerism) - government should provide a stipend to young people who volunteer
- exchange programs of youth are valuable, as co-op programs - young people are not aware of all the avenues
- Web site ads (Internet) are not enough as all information there isn't known unless promoted/advertised
- International opportunities are best
- many young people don't fully appreciate the commitment required for certain occupations
- too much reliance on guidance counsellors; mentoring may be more effective as a tool
- Information needs to be one-stop, client-focused (job access bank. Internet. resumé writing, 9 – 9 daily

Q.3 Feds are piloting "Service Canada" with a 1 – 800 number that accesses any department - Province should monitor to see if should emulate that program

- Any place central (mall. school. church) would do; you don't need to build infrastructure
- Municipal. community leaders can be useful as information sources; media can be varied by community
- Youth Council counsellors relate best to clients due to age
- Government shouldn't be afraid to "fail a little bit"; don't be fearful of trying new things – try something and if it's unsuccessful. change it
- Our kiosk seems successful; it's approachable and accessible

Employer Related

Q.4

- Internet is useful, but not the only tool
- Employers should somehow make their openings better known - there's too much networking - look past who you know

Q.5

- They practice "credentialism" - they look for overqualified and overeducated people
    - look for skills, not diplomas or certificates

Q. 6

- nothing to suggest

Government Related

Q. 7

- Job banks are quite helpful, but they're not panaceas; the technology still inhibits some people
- One-to-one conversations are still helpful
- Make programs/services individualized, not compartmentalized; don't just say this, do it and follow-up with it; don't let that thought become just media "spin"

Q. 8

- "who you know" practices need to be changed; focus on hiring the best and most qualified for public service employment
- turnaround times (slow) by governments put strain on small companies to follow through

Q. 9

- no insight to offer
- there needs to be citizen engagement, not just consultation with the "usual suspects" – get past representative groups to talk to individual citizens regarding public policy that effects their lives

Q. 10

- not my problem; not my mandate
- don't want to press numbers on a keypad: want to talk to a person
- "handing off" or "referring" is too easy and is occurring increasingly with scarcer resources; case loads are too high

Individual Related/Relatives aux personnes

1. Lack of experience ([illegible] of [illegible] attention is focussed on High School students)
 - Students must often leave their rural community to gain experience (e.g. Summer jobs)
 - Lack of options for young workers and lack of competition among employers. Many such jobs are not developmental, are not pertinent to their training and are not worth putting on their résumé of experience.

2. Information on programs which can be accessed and are of benefit to young people.
 -Information on openings, demand projections/fields of study (5 years) and regions

3. The Employment Centres are often not geared to address our needs (only in cities).
 -Our Website is being developed and could provide a vehicle to reach all young people and to get their feedback and an expression of their needs.

Employer Related/Relatives aux employeurs

4. Postings of vacancies in media
 - Training and development opportunities

5. Many openings are for internal applicants only or a formality (are already filled).
 - Some experience requirements are unrealistic (5 years for entry level job?)

A 'positive discrimination' approach is required to increase the rate of entry of young people into the workforce (otherwise society will suffer in 10 years)

6. Recruiting procedures either don't exist (don't know what they want) or are too heavy (intimidating/scary). In either case, it is a bad introduction to the workforce.

Government Related/Relatives au gouvernement

- Employment Centres:
 - Education, training and development institutions;
 - Assistance for 'on the job' training and experience

8. Lack of flexibility in the implementation of program criteria
 - Lack of decentralization of decisions, leads to delays and missed opportunities
 - The image of rural areas that governments project is negative and derogatory;
 - Government communications seldom reach young people directly.

9. Procedural delays. Young people are action-oriented and cannot understand delays;
 - The steps for establishing a business or to enter in the workforce are many and hard;
 - Small politics get in the way of many job assignments (federal, provincial, municipal) and even in Local Services Districts (LSD's)

10. We never know if and when we will reach the right person, particularly after government restructuring. For instance, which NB department is now responsible for the youth envelope?

(I) Additional Organizations-Aboriginal

Individual Related

This organization deals with off-reserve natives with 3 staff across the province dealing with about 500 clients who are about 90% unemployed.

1.Challenges-dealing with apparent discrimination and bias against Aboriginals

-Getting through the screening process-particularly with the Fed/Provincial Govt.

-The private sector takes advantage of the wage subsidy but rarely hires the person

2. We find the computer information works best--our people are used to coming to our office to find updated information and use the computers

-We use both Job Net and the Federal Gov't. system

3.Like the internet

Employer Related

4. Not aware of any employer services we could use

-The Job Fairs are helpful in that our people can get to see the company representatives--we could use more of these

5. The difficulty to get qualified applicants to an interview

6. The screening process including the governments' seems to keep our people from getting interviewed--working with a committee for JEDI employment placement and they are trying to review the screening and interview process

Government Related

7. We have a good relationship with HRD-C and HRD&H--our focus is off-reserve natives and both of these government departments are helpful

8. The screening and interview process

9. Federal and Provincial public service staffing process--how does it work?? We have applicants who seem to meet the qualifications of the advertisement and they do not get to interviews

10. Work with HRD-C, Dept. of Labour, Doug Bridgeman (Dept. of Finance equity coordinator), Economic Development and ACOA --good relationship with all of these organizations.

Individual Related/Relatives aux personnes

1. -Having the second official language (French) when we are just beginning to have the opportunity to learn our first nation language(s)

-Learning about job openings too late (to prepare and taylor C.V. to the opportunity)

-Site of the interview – the cost of getting there (rarely close by)

-Mobility: no assistance to relocate out of the native community

2. Changes as they occur and timely notice of decisions. New openeings as well as positions which have been filled or cancelled

3. Word of mouth. She seeks and receives ads from employers (NB Gov., UNB, RPC, Midland Transport) and from Federal PSC (before it goes public), and communicates them to all NB First Nations and calls seekers to invite them to look these up.

Employer Related/Relatives aux employeurs

4. Some employers send their ads directly to First nation offices for posting. Also 2-10 year "Employment dynamic outlay" by NBEPC indicates a projection of their needs for different types of employees (e.g. as boomers retire. big numbers of openings will appear for which young people have time to train and otherwise prepare to compete.

5. Refusal to send job offering description (Irving, Repap. Gas pipeline. etc).

Job requirements that don't make sense (a grade 12 and bilingualism to do dishes?)

Lack of follow-up letters to unsuccessful applicants

The diversity of employer procedure and lack of information on them affect all those of a different culture (natives and immigrants) and most young people

6. Natives have not been able to penetrate some bureaucracies in order to meet with the top dog e.g.

McCain, Repap. In those firms, the only way that one will be considered for a job is if a parent (or another member of the family) is employed there and does not have a drinking problem (...attitudes and image of First nations).

Government Related/Relatives au gouvernement

7. PSC and the Dept of Finance Equal Opportunity program. They communicate timely information on openings, their requirements and evaluation criteria as well as projections.

Some Depts are very good e.g. by placing their most understanding and sharp person in the receptionist position. It makes a world of difference in the attitude of the seeker.

8. The runaround as well as having to go to hop between Fed and Prov Govts

The bidding process of Public Works is only available through some newspapers

Advancement opportunities are often kept secret or obscure.

Lack of recognition and performance evaluation in many job sites.

9.The recruiting process is too long. Takes 3 months to staff a two months job.

Don't know who to contact when you want to learn about the organization/institution and the work environment (the recruiting officer seldom knows).

No notice of an opening having been placed on hold or cancelled.

Contract work is stressing and does not allow for long term planning by families.

10. How can a job seeker learn about all those different rules, procedures and priorities, while looking desperately for any kind of job?

Communications among govt departments is pathetic, including within federal and provincial agencies and between federal and provincial departments.

Individual Related

Q. 1
- knowing where to look for opportunities
- there's too much reliance on technology
- her scope/field was more limited (aboriginal affairs/government relations)
- employers looking for contract persons rely heavily on word-of-mouth
- I need to meet with Deputy Ministers in all the relevant departments, federal and/or provincial
- Has been self-employed consultant for seven years but now interested in re-entering the civil service full time

Q. 2
- no comments; no information voids for her personally
- in the past, there was frequent job-leaving for better opportunities; at that time, it would have been useful to have had a mentor, someone with my background who'd been down the road ahead of me

Q. 3
- more job opportunities should be advertised in aboriginal publications/newspapers
- people are more apt to see them hire than in the "key words" hit-and-miss of the Internet
- governments or employers could sponsor career-planning workshops and/or job fairs in First Nations Communities (simple evening sessions)
- call centres, as an example, should be encouraged to do so

Employer Related

Q. 4 No comment

Q. 5
- many financial institutions, as an example, ask employees if they "know anybody" when there's an opening
- the private sector shies away from the cost of public advertising

Q. 6 No comment

Government Related

Q. 7
- she has not used a wide variety of government services but feels that posters, as an example, are not particularly useful
- I don't really know what particular services are available
- there's probably a multitude of information that I'm just not aware of

Q. 8

- federal government "is fond" of aptitude and skills testing; same issue (type of test) is biased against Aboriginals and Francophones
- there's an increased requirement for residency to be eligible within specific communities or regions - is this subtle discrimination?
- politics continues to be a factor in public service employment (contracts and term positions)

Q. 9

- it would be nice to have recruiting practices of government clear and transparent to ensure that everyone has a fair and equal shot

Q. 10

- only as clients for my self-employment as a consultant
- more of my work came ultimately by referral
- I wasn't involved in the conventional sense of services to me as a client in a job search

Other

- to improve job matching, mentorship ("hands on", personalized) or "job shadowing"
- "a day in the life of ", sponsored by the employer or government
- would allow matching jobs with individuals and confirming the interests
- apprenticeship - like opportunities would also expose people to jobs, even in the public service
- development opportunities in a formal program (in the public service) open to all, not just selected "high flyers"

Individual Related

Q. 1

- re: Aboriginals, racism
- their participation is made difficult by their lack of knowledge of where the jobs are
- transportation is an issue for the more remote reserves
- in a few cases, language is an issue

Q. 2

- lack of knowledge of where the jobs are; too many jobs not advertised

Q. 3

- bulletin boards are not useful at all; they're not read
- job banks and kiosks are the most useful
- newspapers/newsletters are also somewhat effective
- "who you know" perhaps still the most effective

Employer Related

Q. 4

- some success with employment equity, but only after being forced by the Federal Government; it's worked elsewhere but less so in NB
- the private sector has designed some affirmative action programs (e.g. pipeline company) but most are motivated by legislation, less by goodwill or perceived good business practices
- more graduates in needed discipline are assisting over the long term

Q. 5

- workshops with employers have revealed that stereotypes persist about Aboriginals: they're unreliable, late, etc.

Q. 6

- N/A

Government Related

Q. 7

- in a moderate way, employment equity provisions do assist
- wage subsidies are effective in the short term, but don't translate to permanent jobs
- government once had an executive officer program that spotted promising Aboriginal people and mentored them through rotating assignments; now that was an effective program
- mentoring was the most important component of that program

Q. 8

- bilingualism is too often specified where not needed
- there's a lot of casuals being employed, but few remain beyond the term of the first contract

Q. 9

- our clients find endless forms frustrating for even low-level employment opportunities

Q. 10

- yes; with Equal Opportunity Program in Finance of NB Government, as an example, you still need to run from department-to-department re: suitability, then re-checking finance re: program criteria, etc.
- could be a good program
- there's a Federal-Provincial Aboriginal Internship program operated by the Industrial Commissions
- there is a lot of good will; we shouldn't suggest otherwise

(J) Additional Organizations-Other

Individual Related

Q. 1

- they lack confidence; very few have experience; they don't know how to conduct a job search; they came from environments without a work ethic; they don't understand the business climate (profit motive)
- life skills – dress, hygiene, on-time, etc. is often missing

Q. 2

- vocational counsellors would be useful
- in Fredericton, high school counsellors do a good job

Q. 3

- all of the media are helpful and useful
- we are quite aggressive in our matching effort; start broadly-based and then narrow in
- job banks are particularly useful
- so highly individualized
- get employer profiles for Fredericton and area; we're confined by transportation concerns

Employer Related

Q. 4

- the job bank is most helpful
- we comb the want ads carefully
- most employers are targeting other groups, not us, but we find them

Q. 5

- unions in some shops are often used as an excuse for not accepting their applicants
- downsizing by all employers generally is difficult
- too much stress on academic qualifications that are not needed
- employer attitudes: they're just not receptive to our clients

Q. 6

- need a greater atmosphere of inclusion in the labour market; there's still a high degree of prejudice against intellectually-handicapped workers
- many of our target employers are small; a Mission Statement about what they do and why, would assist in the matching
- employers aren't "ready" for a diversified workforce; it used to be employees who aren't "job ready"
- they need to be a lot more accommodating re: working conditions

Government Related

Q. 7

- wage subsidies are very important
- most opportunities for job entry (pre-employment) training is needed
- everything has gone to high-tech and there's now a vacuum at entry level occupations
- career counselling (school and HRDNB) is very helpful to them

Q. 8

- uninformed staff; re: labour market realities
- at the policy level for SAR's, there's no incentive to work when you lose your benefits

Q. 9

- SAR's face nightmare conditions; it's heartbreaking and overwhelming
- single mothers, with transportation, without decent clothing, can't get to the job market
- the 20-week projects are not favoured; they work project-to-project and term-to-term, not to "real" work experiences - assess them frankly

Q. 10

- overall - positive
- they do co-operate well; our own network is a good one; we've been around a long time
- it's not territorial; we feel that we're on the same team
- nothing but praise for most civil servants, who are over-worked
- no reluctance to share information

Other

- "lunch and learn' sessions with individual employers have resulted in excellent two-way feedback regarding practices to change on the part of both the prospective employees, and employers

Individual Related

1.Challenges-getting the government to hear and act upon the social policy issues that are barriers to low income people such as:

-lack of 24 hour day care--some people have to work shifts that run into the night

-minimum wage too low and people cannot make ends meet when they come off EI or IA --they need health cards and support during the transition

-People on IA cannot live together to cut costs--this leads to higher individual living costs

-Transportation is often a problem for low income people

-When the do get a Social/Economic project planned the government will need to listen and assess the merits and consider supporting in some way

Literacy and upgrading a problem--had 100 people waiting to get training and could not get into a CASP

- -Need a lot more dialogue between government staff in Fredericton who design programs and low income people

2. Organized a Job Fair and that seemed to work well

-Need for people to make face to face contact with employers

-Was not really aware of Job Net and doubts many of the people she represents would be

3. -Give people a chance to interact with employers

Employer Related

4. -The Job Fairs are helpful in that our people can get to see the company representatives--we could use more of these

5. Some companies do not have sick leave time and the government does not make this a requirement

-Low wages starting in

-Some punitive employers with the vulnerable low income/education people

6. The screening process including the governments' seems to keep our people from getting interviewed

Government Related

7. See policy issues above

8. The screening and interview process

9. No additional comment

10. No additional comment

Any Other Comments/Suggestions

Bring together some people outside of government to work in a think tank with the bureaucrats to design the implementation action steps around the recommendations from this survey	

(K) Sector Companies--Call Centers

Individual Related / Relatives aux personnes
1. Many applicants do not have the competency level that we require (language & typing) We use federal norms (e.g. 30-40 words / min.
2. Lack of workplace maturity (not just age or years of experience)
3. Nothing that I'm aware of (my role as president of the CC Ass'n make me aware of what is out there) It would be useful to have the graduating projections from each High School and from Colleges, for the next 1-3 years.
4. A simple report from each government organization. (paper or electronic)
Employer Related / Relatives aux employeurs
5. Trying to reduce the employee turnover rate by good relations and management. As a general rule, employees leave for reasons beyond our control (spouse transfer, etc)
6. Our salary scale and working conditions (the best in NB). We use the services of HRDC to recruit but mostly, candidates come to us.
7. Federal standards e.g. bilingualism and typing norms All employees must start on a term contract and compete for a position when one opens
8 Nothing is perfect, but procedures serve us well and changes are made as required
Government Related / Relative au gouvernement
9. Canada Employment Centres. Many Govt resources are greatly appreciated e.g. staff advice (Adams, McBride) and info from the Greater Fred. Econ. Dev. Comm.
10. Services need to be realigned with the rapidly evolving industry needs. Target training investments and participate in managing growth of existing Centres as well as new ones.
11. Services from Govts so far have been excellent. The interest in our sector appears to be genuine and we feel that they understand what we say and need.
12. Multi-agency support and services has always been satisfactory. NB Job Net offers a lot of potentials but does not seem to rise to the level of the challenge or need

(L) Sector Companies--Plastics

Individual Related / Relatives aux personnes
1. Selecting the compatible employees from the many applicants. Seekers are invited to drop their resume in a box outside the building and we select from that.
2. Less than 15% are willing to contribute an honest days work -Some college graduates have obviously been coached and perform well at interviews. Others do not have a clue (C.V. is poorly done and they cannot market themselves. - College kids have very (unreal) high expectations for wages and advancement. They are well skilled and their disappointment affects morale. Some of their instructors are misleading them and usually leave after 6 months, out of disappointment. - When (if) they come back later (after having been kicked around for a while) from Ontario or Alberta, they become our best employees.
3. Past employment records. Previous employers provide us with information that is less and less useful (fear of litigation). They usually say: 'an adequate employee'.
4. Already extract a lot from the Internet (rates of pay, etc) Both fed and prov HR Depts have been quite helpful in advice and sourcing information and potential employees.

- The NB Job Bank is poorly done (was hard to access last year).

Employer Related / Relatives aux employeurs

6. We offer new, clean and nice workplace
-We have an HR department that does recruiting right and advises on HR policy
-Salaries are competitive and our benefit package is the best around (100% dental, etc)
-Fitness program @ 50%, up to $150.00/year and the best vacation and sick leaves.
-Internal and external education and upgrading (e.g. to complete a diploma related to their work, and 4 route to communicate with management: Open door; suggestion box; bi-monthly round table with each shift (8-10 people); and through their supervisor.
-Family activities, sport team sponsorship, Cvhristmas and other parties, etc.

6. The résumé box helps us find employees and the listening mechanisms to retain.

7. Need a policy manual and it is now evolving

8. Non to our knowledge

Government Related / Relative au gouvernement

9. Used no Govt help in recruiting. We do not wait for such programs to recruit or to make other business decisions but we usually check it out to see if we qualify.

10. Nothing hinders us

11. All our dealings with Govts have been very helpful

12. Fed and Prov Govts for the Partner program
-HRDC (Ann Hickey in particular) was extremely helpful at the outset

Individual Related / Relatives aux personnes

1. -Screening for qualified employees: We need to identify those interested in working from those who put in their application to satisfy an E.I. or Welfare regulation.
- The pool of unemployed with a minimum grade 12 education is exhausted in upper Madawaska. There is no mass to our worker pool and we draw from afar. Qualified engineers and technicians are hard to find in rural areas, unless they were born here(a position for autocad technology is vacant since 1998)

2. -No problem with older workers: they are either qualified or they are not.
- Recent H.S. graduates however have expectations beyond reason, particularly after they become union members. They want high wages as soon as they start work.

3. I have all that I need, including a lot from Québec where they have similar problems with young workers who have high expectations, poor attitude and work habits, etc.

4. Internet and information letters. Have not much use for Job Fairs or like approaches.

Employer Related / Relatives aux employeurs

7. -Collective agreement and a wage scale above other local employers and a benefit package (group insurance, etc).
- At our new plant, we have recruited younger workers in the hope of a low turnover.
- The ISO 9002 qualification has built-in HR planning procedures and requirements.
- We apply the Québec 1% HR training law, even if we do not have to.

8. -Recruiting young people and training them along with experienced employees
- The social climate and employer-employee dialogue at the plant is good.

7. - We took out a lot of formal rigid performance appraisal procedures from our ISO process.
- Also modified our procedures to facilitate hiring of experienced workers, without having to start at the entry level. (The Union was dominated by young workers)

8. We still have some cleaning to do in our Performance Appraisal procedures as well as with the Workers Compensation to focus on reducing injury rather than on procedures.

Government Related / Relative au gouvernement

9. ACOA's capital programs and the training assistance at our new plant in Edmundston.

10. The whole system sometimes appear to work against us. E.g. we hired 3 from the Peninsule and they all left after 6 months because they had enough 'stamps' and were not used to work year round. They are still on E.I.

11. Too much paperwork and delays in getting a final decision often are the reason for not participating in some programs …in business, timeliness is everything.

12. Yes the new Edmundston plant went well. I presume that the frequent involvement of the president with directly with Fredericton senior officials and Ministers may have helped

(M) Sector Companies--Metalworks

Individual Related

Q. 1

- every industry has its own circumstances, ours is in finding a pool of tradesmen that fit a job shop environment
- cycles of over and under employment
- current stability due to 80% of product being exported to the US
- there are regional/locational issues for temporary work
- there are cultural differences even within the parts of NB (Saint John vs Fredericton; not north vs south)

Q. 2

- people with "journeymen" status are a "10"
- those just leaving school are a 5 – 6 out of 10
- they'd like every Friday and Monday off; they have trouble with the notion of working 50 weeks a year
- coming out of NBCC, those in the welding trade are trained in older technologies than we employ
- they qualify to a level of certification that we can't use – need a higher level of certification (CWB) than they do
- train to the market needy not an arbitrary standard of the Department of Labour
- they should test to that standard before graduation
- make them work ready - put the icing on the cake – you'll graduate as CWB certified, not F-4 as at present

Q. 3

- a web site job bank would be ideal - segregated into trades – welders and fitters in their case - even pending graduates
- would be fast access to people availability for a term or temporary employment
- needs easy access; some of the confidentiality in the current bank is "crap"; get on or off, voluntarily
- just keep it current and time-dated

Q. 4

- the Web would be most helpful
- they've used most of the rest in the past, with only mixed results

Employer Related

Q. 5

- we stay competitive with the NB market for salaries
- training (sponsored apprenticeship) is a frequent practice that works well for us
- laborers, initially, are assisted by in-house apprenticeship, no formal educational requirement to CWB certification for a basic ticket
- in NBCC apprenticeship there's a combination of academic and trades skills

Q. 6

- NBCC has been a good contact for new employees

Q. 7

- None

Q. 8

- none; we're too small for that

Government Related

Q. 10

- EI before being tightened, was a problem
- now OK

Q. 11

- none, except NBCC to test/certify welders for immediate employment

Q. 12

- "no", hasn't been using programs

Individual Related

Q. 1

- to find experienced people at all levels
- the theory is well taught – technical abilities and physical abilities to apply what's taught are lacking
- many who should be managers are lacking interpersonal skills
- we like to give people opportunities if they have the right attitude
- those skills are not well developed
- previous history is not readily accessible on resumés; there's some degree of dishonesty in the reports of previous employers

Q. 2

- see Q. 1 response

Q. 3

- job histories
- labour market information is generally lacking

Q. 4

- the Internet would be one of the more effective tools for distributing labour market information cheaply

Employer Related

Q. 5

- our salaries and benefits are competitive
- we spend a huge amount of training dollars on both our trades and management people, especially in relation to five years ago
- both in-house and out
- re: human resource planning, all key positions are identified and are backed-up

Q. 6

- the benefits package is our best incentive (pension and health plans)

Q. 7

- the existing staff don't want new people if they're too difficult to work with
- there are still people who wish to be laid off after terms that make them EI-eligible: it's gone beyond insurance to become a "right" for some
- there are parts of New Brunswick where we won't expand, even with financial incentives

Q. 8

- nothing related to the job market/employment

Government Related

Q. 9

- we don't use any government programs – we run our own newspaper ads and the Internet
- we do have relationships with the NBCC's re: placements

Q. 10

- no problems; no comment

Q. 11

- other than a lot of reporting obligations, not many issues
- too many agencies seeking too much information, a lot of which is repetitive
- also the imposed requirement to garnishee wages is a cost to us
- payroll taxes are too high and the reporting is too onerous

Q. 12

- no!

Other

- take this seriously

- take your one-stop shop concept into employment and job market issues

(N) Sector Companies--Information Technology

Individual Related

1. No difficulty recruiting skilled and production staff (from community colleges etc)
-very difficult to recruit "professional" staff -specialized engineers and key managers
-people at that level see the Maritimes as offering lower wages and lack of career advancement.

2.-the skilled and production staff have the skills we need coming from community colleges (technicians)
-Cannot find the higher level skills we need
-About 70% of the 300 jobs are skilled production and 30% professional and hard to recruit for.

3. The Job Net is a good idea but not utilized as it should be
-very difficult to find the skills we need on the net (although he found his job this way)
-Merge many of the government and perhaps the head hunter web sites so one can search across many sites by type of job etc.
-The Maritime provinces should be looking at merging or at least linking their sites

4. Make the internet work--needs to be kept up to date and well marketed

Employer Related

5. We maintain a competitive edge in salaries for our staff at all levels
-Partnering with Universities in the Maritimes to have 4 or more students work with the firm in the summer, in their last 2 years attempt a co-op placement. For those we are interested in pick up their last years tuition and have them come to work when they graduate--trying with UNB and has plans for Dalhousie

6. Networking with others in the region and word of mouth
-attempt to attract former NB'ers but not a lot of success--difficult to find them

7. Nothing-he has only been there since July of last year

8. Same

Government Related

9. -Helpful in working through immigration to relocate some engineers from England to Canada when they closed their office down there
-Has not used any other services

10. Nothing

11. May draw on ACOA and ED&T once they are through their current re-structuring

12. Nothing

Individual Related

1. Largest challenge is finding qualified people for the IT specialized area of business
-have to go outside for 30-40% of skilled staff
-Rate the staff as senior, intermediate and junior --can often find junior people in NB

2. In NB only junior skills -the work is highly specializes--we often deal with St. John Community College and they are helpful
-Try to attract former NB'ers back to province with some success

3. Use the IT net sometimes--but best success for them comes from headhunters

4. -Newspapers do not work for them
-Word of mouth from current employees also works well
-Job fairs do not work well for their type of employee

Employer Related

5. We do a lot of training and each person has an individualized training plan to upgrade their skills. We culture a casual atmosphere and turnover is low

6. Internet, word of mouth and head hunters

7. Not a problem
8. We are a new industry (2 years) and we fight against red tape
Government Related
9. Community college 9 week co-op training program helpful--gives students experience in our environment -The programs offered by ED&T often do not match the timing of our requirements
10. -The previous government had a strong emphasis on "province is open for business" not so sure about this group -That emphasis made it easy to attract IT businesses and people to the province
11. -We need help when we have to bring someone from another country to work here (due to lack of local skills) in getting the person through immigration.
12. We don't have a lot of involvement with government

(O) Sector Companies--Textiles

Individual Related / Relatives aux personnes
1. A limited labour pool: In a small town with a shrinking young population and drawing from farther communities (travel cost, etc) - Inadequately skilled labour force (manual dexterity and process manufacturing)
2. Very poor. Most recruits are young and have not completed High School or have not gone beyond it. They have no understanding of the workplace (corporate environment, work ethics, the cost of absenteeism, the risk of working around machines when hungover, etc)
3. We have all the information that we can get e.g. employment figures on clusters of workers, etc. - We need more linkage with the training institutions, to learn more about their graduates and to advise them on our needs
4. Internet and directly focussed, individualized medium (so that we have to deal with it). It is a modern medium which will develop to serve our needs better.
Employer Related / Relatives aux employeurs
9. Wages ranging from $7.00 to $14.50, a benefit package (13% of wages) and profit-sharing mechanism related to the productivity of the firm.
6. Reducing the seasonality of our sales in order to provide 12 months instead of 8 months employment and reducing turnover. Communications: A liaison committee with elected representatives from worker groups, to consult, inform and team building
7 Seasonality of employment implies layoff in order to maintain profitability. Our type of operation requires punctuality and other conditions which some don't like Safety is also often seen as an inconvenience but we have been forceful. The entire plant has recently been declared a smoke-free workplace (inside)
8. We are in the process of ISO certification (in 4 months) and have gone through all procedures for consistency and a systems' approach (even sign sheets are under review)
Government Related / Relative au gouvernement
9. The Southeast Business Dev Commission has been our main channel for Govt services. Also accessed labour supplies reports The Marine Workers Program was also helpful in identifying, training and subsidizing displaced ferry workers to work with us. ACOA also assisted in investing in technology (to the extent we added jobs)
10. E.I. and Workers Compensation need to be reworked. It is still attractive for some people to draw those benefits for as long as they can, rather than returning to work. People that sit at home and draw a pay cheque soon become unemployable. They should be motivated to get back to work as soon as possible.
11. Timeliness: The time to respond to an application is far too long. Business is dynamic and changes daily. Waiting 6 months for a response inhibits our progress and one gives up after a while because of the missed opportunities in the meantime. -There has been a lot of progress in some areas, e.g. motor vehicle registration by phone. Facilitating actions from remote locations is a step in the right direction.

- Workers Compensation still has too much bureaucracy relative to results. Government must intervene to bring people back to work by maintaining contact with employees, seeking doctor's opinions, etc. - The Income Tax paper burden should not be ignored as well - Our customers also handle lots of bureaucracy e.g. 2 months to obtain a building permit from all sources involved is too long and could be streamlined.
12. We've had very good cooperation from all parties in a multi-agency project relating to a major expansion. Solid business decisions cannot suffer bureaucratic delays. If programs are there, they should help business. Otherwise use the money elsewhere.

(P) Sector Companies--Value Added

Individual Related
1. -We had a temporary staff shortage in 1999--not so now-we have 200 resumes on file--think the adjustment committee has done its job -our competitors are right next door and can try to attract your employees
2. -Some people from this area have aquaculture training and can become productive quickly -Others we provide training and that seems to work
3. -Nothing I can think of --we use the net. Our organization is very technology aware
4. What worked best for us was actively recruiting in Saint John--we do this on our own
Employer Related
5. Motto--Refusing to follow the flow--we hold recruiting seminars and bring our key managers (as many as 6) to the sessions so they can explain the work to novices when they come in to apply--saves a person starting work and leaving in a couple of weeks -take applications and may hire the person there
6. -the people who are going to leave do so very early--didn't understand you actually had to touch the fish! -we offer season tickets to the team in Saint John -Some people live in Saint John and travel and that is fine with us (do not subsidize) -improved housing would help
7. -Nothing
8. -Nothing
Government Related
9. Wage subsidies through the Partners program has been a big help to us in expanding
10. EI encourages non-work -we have fired staff or they have quit and a few weeks later we get a note from the EI people that they approved the individuals EI??
11. The red tape around wage subsidy programs is very heavy
12. We have worked with ED&T, ACOA, HRD-H, HRD-C--seems to work OK
Any Other Comments/Suggestions
-There is a misconception that the fishing industry is all the same--however it is separated into herring and salmon here and the two industries have very different needs and problems.

Individual Related / Relatives aux personnes
1. -Matching worker expectations with our needs: They all wish for guaranteed hours, an 8 to 4 schedule, from Monday to Friday and we want people Sunday to Thursday on shift work when needed. - Matching objectives: We want commitment and they often use us to become eligible under E.I. or other social programs, so they can go on the black market and work for farmers or in Maine
2.- All we need is good work ethics and an attitude compatible with team work (not even a grade 12) and we have trouble finding enough people.

3. – We have all the information we need
4. – Word of mouth and the Employment Centre contacts
Employer Related / Relatives aux employeurs
10. Reasonable wages, a good benefit package (group insurance, pension, etc) uniforms, a training program and advancement opportunities.
6. People are generally satisfied …we sometimes rival with McCain
7. The 40 hour work week is a requirement by most and we may be able to progress in that area as our markets develop.
8. Nothing
Government Related / Relative au gouvernement
9. ACOA's loan (interest-free or low interest) - Job creation subsidies
10. Non. We're happy with the services and we've delivered what we said we would do.
11. Not everything is perfect but we learn to live within the system with its inadequacies.
12. We always involve 2-3 Depts. It saves time in communications and we do not have to write or repeat the same thing 3 times.

Individual Related
1. We have been reasonably successful in getting people lately -Difficult to locate specific skills (management, clerical) -There is a fair degree of competition for capable people between organizations
2. -All in all quite good -We need more critical thinkers rather than followers--probably a lack of experience
3. -Did not know about Job Net. -HR people and senior management do most of the recruiting
4. - Labourers usually go to the HR staff and drop off their resume, other higher level staff probably use the internet and e-mail
Employer Related
5. We share salary information between like organizations and try to stay in the same range -we try to predict growth areas and thus staff increases in the budgeting process
6. -Turnover can be very high in some areas--processing -we make efforts to keep key employees--salary is important in the beginning however, front line supervision and prompt dealing with employee problems in important later.
7. We have too many changes in policy--i.e. not to work Sundays and change that within three weeks--inconsistent decisions on the part of senior management -we are a farm organization and when fish die or have to be killed it worries staff--will we have a job in the future
8. Same
Government Related
9. -Could not identify anything--most people find out about them by word of mouth -the adjustment committee worked quite well together
10. -Short term work projects -EI as a god given right--may affect some people who would otherwise take a job
11. -when you work on both sides of the Border you run into whether a Canadian or American can do a specific job at a specific time--more an American issue
12. Usually work with only one organization at a time -we quit applying for wage subsidy programs due to the amount of time and red tape it takes to get the $--took more time than it is worth.

Individual Related
Q 1 for skilled and professional
- looking for people with good interpersonal skills, the ability to learn, and with an understanding of the competitive market in which the company operates
Q 2

- we're a bit unique - people coming to us tend to be "babes in the woods"
- we want people who are prepared to "take ownership" in their jobs
- fairly stable at 100 employees; little turnover; 30% supervisors/managers, rest are "field" or "plant"

Q. 3
- no idea; depends who we're looking for
- we have all the plant people we need
- use newspaper ads and the job bank

Q. 4
- the Internet would work

Employer Related

Q. 5
- salaries and benefits are the most important
- our ability to stay solvent
- we work hard on communication (face-to-face) - a walk-around style of management plus monthly meetings

Q. 6
- paying competitive wages
- providing a safe and interesting work environment

Q. 7
- nothing; there's no formal recruitment program, there's no human resources person

Q. 8
- nothing; we're very "hanus on"

Government Related

Q. 9
- no idea - never use them, except the job bank
- have used a program of some sort re: "Rural Experience" (?) in the past
- two ways to look at it - it's "cheap help" at the outset, but also it's netted us a couple of good people
- we bring in a lot of people in term of contract positions, use that opportunity to screen, and select the best of them for full-time jobs when available
- we look for attitude and an employee's thoughts for the best interests of the company

Q. 10
- EI rates and welfare compete with his $10/hour wage
- the make-work projects only interfere with legitimate job seekers; if you're not unemployed, you're not eligible

Q. 11
- they (government) needs to allow part-time employment, supplemented by EI or welfare
- don't go all-or-nothing

Q. 12
- no, has not been

(Q) Site Locator

Results of an Interview With a Site Locator

1) What are the significant recruitment challenges facing your clients in establishing in a new location?

Answer:

-Clients must have accurate LMI as they target to be in the top quarter of the pay range for the location.
-Need to have labour supply information
-Often interested in the quality of the Universities
-Need the number of graduates by faculty (this is often not readily available)

-Normally unemployed rates are of little interest--my clients are not looking for this type of employee--unless they are recently unemployed
-Call Centers will often consider the unemployed
-Participation rates are very important--also broken down by gender and age

2) What information or tools would be of most assistance in recruiting employees in a new location?

Answer:

-Like the idea they are using in some southern States--the government will carry out pre-employment screening, and provide initial training (using the companies curriculum) as an incentive to get the company to re-locate to that jurisdiction. The State sees a benefit in the fact that job seekers receive training whether selected or not.

3) What is your assessment of the job readiness of applicants (i.e. job skills, general education, interpersonal skills, interview readiness) in New Brunswick versus other locations such as Nova Scotia and Ontario?

Answer:

Not knowledgeable in this area--however there are concerns about applicant job readiness across North America--many organizations now want to hire 25-to 35 year olds opposed to 19-25 year olds

4) What actions are taken by your clients to ensure that you will be adequately staffed in the future (i.e. salaries, benefits, training, other human resource planning)?

Answer:

-Generally they pay in the top quarter of the employers in the area where the locate
-They stay informed of what is going on in their sector and keep up with the pay and benefits
-Larger organizations are doing more HR planning
-The HR function is becoming more critical to the success of the organization

5) Which of their efforts are most useful in assisting you to find and retain employees?

Answer:

-A common sense approach and decent wages

6) What empirical data (i.e. unemployment/under employment rates, participation rate, turnover job skills, education, etc.), if any, is needed to make a site decision on labour availability?

Answer:

-Has a standard set of LMI he asks for from all locations
-North America is establishing standards for the way LMI will be reported in the future
-Investment Partnerships Canada is in the forefront of this effort (Mark Foley 613-952-1036)

7) What government programs/services and practices that your clients have been involved with have been the most successful in finding employees; the least successful?

Answer:

-Some States have $ available for workforce development for companies newly locating to the area or for companies expanding
-Finds the services to locating companies very well integrated in New Brunswick

(R) Company That Did Not Locate in NB

We are seeking your comments on the following questions. Your answers will be aggregated with those of other respondents to help us attract new companies to the province and match our human resources to your needs.

1. What are the significant recruitment challenges facing your company in establishing in a new location?

Answer:

-Finding the right location, ensuring an available workforce

-NB was low on our list for some of the following reasons identified below.

2. What information or tools would be of most assistance in recruiting employees in a new location?

Answer:

-The successful province to attract our business assigned one person to work with us as a partner and that person made all the contacts, responded to all our information needs. This person dealt with all the other government bureaucracy to get the information we needed.

-The partner has to be well aware of Labour Market Information for the area, contacts with the training institutions and the Universities.

3. What is your assessment of the job readiness of applicants (i.e. job skills, general education, interpersonal skills, interview readiness) in New Brunswick versus other locations such as Nova Scotia and Ontario?

Answer:

-The applicants were OK, however the successful province sold us on the merits of their Community College system and the cooperation that could be expected from Universities.

4. What actions are taken by your company to ensure that you will be adequately staffed in the future (i.e. salaries, benefits, training, other human resource planning)?

Answer:

-Our main policy to ensure you have adequate staff into the future is to "treat those you now have well, they will stay and others want to join you"

5. Which of your efforts are most useful in assisting you to find and retain employees?

Answer:

-We screen and test all applicants (mainly for attitude and fit with our company)

-Saw Job Net thought it was a "monster net"

-We would still have to screen people even with a good computerized system

-In our new location the government staff help us screen the applicants

6. What empirical data (i.e. unemployment/under employment rates, participation rate, turnover job skills, education, etc.), if any, is needed to make a site decision on labour availability?

Answer:

-We look at the labour market information such as employment rates, demographics of the employable, we doubted NB's numbers on the under employed

-We tend to end up with women 19 to 34 as our average successful applicant

7. What government programs/services and practices that you have been involved with have been the most successful in finding employees; the least successful?

Answer:

Most Successful

-NB needs to do what the successful province did--have one person assigned to "partner" with us in our search

-Our name carries itself as a good place to work so we tend to get lots of applicants.

Least Successful

-Usually can find applicants regardless of where we go.

Other Suggestions:

-We were interested in NB but the infrastructure turned us away, roads, and cooperation with and among Universities and training organizations.

-NB may be wise to determine the type of companies they want to attract and do everything they can to have trained, work ready workers and the best infrastructure to support that growth.

-Invest more in Universities

-Showcase the training institutions

-Build on success stories and make sure other companies hear about them

-Ensure a very cohesive group deals with companies planning to relocate.

(S) Department of Training and Employment Development--Companies (Partners)

Individual Related
1. It is not difficult to find people-it is difficult to find those with the best combination of skills and attitude toward the customer. -Had one person on IA and she had the skills and attitude but decided she wanted to stay home with her child and on IA.
2.-The person needs the capability to learn a wide range of skills --small business does not have specialized staff, they do many things. -the personality is very important
3. Deals extensively with Family and Community Services to find staff (Lucille MacKinnon does a fine job). -all the information he needs is available here -would not use the Job Net as it takes too long to get skilled and get results
4. He needs so few people that he can either deal with the Dept. of Family and Community Services or word of mouth from other staff or employers
Employer Related
5. Maintain an ongoing link with Family and Community Services -also looks long term (going through an expansion now) and determine who is needed -maintains a list of people he can call in on short notice for special events
6. Links to Family and Community Services
7. Little or no policy or red tape problems--one person business and if there is a problem it has to be fixed then.
8. Nil
Government Related
9. Has found ACOA, CCAP program, Family and Community Services and Enterprise Saint John all very helpful
10. Some year end reporting can be time consuming (some of this related to a "partner" employee who started and quit)
11. Bit of a time delay on the approval of funding for the expansion--was held up for 8 weeks which cost him (CCAP grant)
12. Works with several government departments and generally they work together very well -he tends to take control of the situation if he senses a problem and once he calls things mover along very well
Other
13. Will hire and has hired both recent graduates and older staff (the older staff member left after a short time)--more concerned about their attitude than where they came from or their age.
14. Never use it--would take too long to understand and not sure it would be helpful in his small business
15. Any HR planning that is done is done by him--and much of it is not formal--has inventories of potential staff and plans of expansion--does not need additional support or skills in this area.
16. Governments should not try to meet every need a person like me would have, they would be serving the tax payer better to cut taxes.

-many times we are flooded with information that we may not need

17. Not sure, if a person wants to work they will

Any Other Comments/Suggestions

An extensive program of changing peoples attitudes toward work and what they can do may be worth while

Individual Related

1. The high salary expectations of job applicants
-Finding people with the right computer skills
-Finding people who are multi-tasking capable (capable of doing several, unrelated jobs)

2. -Once they get a little education they think they are worth a lot of money--puts this down to the advertising the private educational facilities carry out--"want to make $12.00 per hour etc."

3. -Would like to have access to a job bank of potential employees
-we are computer equipped-get the Job Net working well

4. Any thing of value is going to have to be computer accessible --we have no time for anything else.

Employer Related

5. People are started at what we assess them to be worth to our organization--if they perform well they are advanced quickly
-The supervisor spends time motivating each person
-We hold regular staff meetings to keep everyone up to date

6. Co-op education is a great tool for applicants to get experience and for us to evaluate them--do more of this

7. We are small and there is not a lot of career advancement opportunities

8. Nothing

Government Related

9. Partners program has been very helpful
-HRD is quick to turn around our request for applicants for positions
-New hires program--if you hire an additional person you get some of the payroll cash back

10. -Wish we could use the Partners program to hire part time
-Some restrictions can cause problems for small companies

11. -When people are fired or quit they should still be able to collect EI--they contributed the $ in the first place

12. Nothing

Other

13. (a) Yes from Compu-College--they bring high energy to the organization--but they also have very high expectations

(b) Have had no applicants--we would hire older people if they had up to date skills (including computer skills)
-It is difficult to change an older, set in their ways person

14. We never see it
-Would use it if available in my office and there was a summary appropriate to my sector of the business--don't give me 20 pages

15. The manager does any of this that is done
-we would do more if we had some training in the methods and value

16. Make it easier to hire part time staff
-More grants to help unemployed people gain today's skills
-Send all EI and IA recipients to school
-people on EI and IA need personal counsellors--this is what helped get me started

17. -Maintain ongoing discussions with employers regarding their needs

Individual Related

1. Difficult to find qualified people
-When they do come to work, they are trained and leave in a few months

-Some applicants indicate they only want to work for a short time (1-3 months or part time)
-with some applicants it is a lack of work attitude--will not do this or that, get surly when you ask them to do something
-The partners program has been a great help (Mentioned Al Doucet as very helpful)
-Has the feeling the only reason some applicants call is because EI requires them to follow-up on leads--don't really want to work
-If they work for $7.00/hour and then have to go on EI what would they get?

2. Applicants tell you they have qualifications and then it turns out they do not.
-Difficult to assess capability until you get them on the job
-Many issues with staff in terms of keeping them on the job--late, leave in a few months etc.

3. I probably need some skill in writing a job add
-Should I say the salary up front.
-Could I find all the EI and IA clients in my geographic area and let them know I have a job available?
-Does not have a computer and is not a priority to have one in short term
-Word of mouth seems to work best

4. Nothing

Employer Related

5. Just started in January/00 and learning as I go
-Plan to have year round work available
-I plan to stay here until I retire (or go broke)

6. Nothing seems to be working yet

7. Perhaps telling salary on the advertisement--may deter some people before they find out what the future is for the job.

8. Nothing

Government Related

9. Partners program has been very helpful as well as ACOA and Entrepreneurship program.

10. -Think the short term make work projects encourage an EI cycle of activity on the part of potential employees--Some only want to work long enough to qualify for EI
-The partners program is much more productive in that it attempts to get people to work and supports the employer as inexperienced staff are learning on the job.

11. No apparent problems-people are prompt and if they don't know they forward you to someone who does

12. Partners, ACOA, ED&T and all have worked well individually--they seem to keep up-to date on my interactions with each organization.

Other

13. (a) Have a college student now who has applied, but cannot take him on until I get a stable core staff
-Would hire if I had the appropriate job and they would come to work here

(b) Yes I have tried but they were not interested in full time work
-more interested in a person who has a few years to work, not set in ways and would stay and learn.

14. Did not know about it and when explained said no I can't see how it would be useful

15. No, not at this time

16. How can the government help me make personal contact with people looking seriously for work--I need to deal with them face to face
-Talked about his own frustration of dealing with a computer when having to be on EI--people or at least some need personal contact with someone--no how to work a computer.

17. This effort is good, it may be able to identify ways to help small business owners like me
-Small shops and their inexperienced owners need a lot of supports and skill building to make a success of a business--how can government help?

Any Other Comments/Suggestions

-This questionnaire is geared for someone with more education than me and it makes it difficult for me to understand what the survey is asking. Worked with my wife last evening trying to figure out the questions and our best response
-prefer talking to people face to face and less so over the phone.

Individual Related / Relatives aux personnes
1. Competition from E.I. and Social Assistance measures - Shortage of qualified workers available in the Madawaska region.
2. Expectations of applicants too high for inexperienced workers. Many have not travel or worked outside their hometown and are misguided by professors or parents. -Lack of drive and discipline of many young workers -Lack of guidance and orientation of students at NBCC. Too many hate their trade.
3. Up to date information on the Job Net. Too many people listed already have a job.
4. Personal contacts by competent staff at Employment Centres
Employer Related / Relatives aux employeurs
11. Reasonable salary and benefit package.
6. Personal contacts
7. Non
8. Non
Government Related / Relative au gouvernement
9. Non that fits our needs
10.Lack of pre-admission screening at NBCC - Lack of detection of abusers of social programs by able-bodied persons
11. Non
12. No
Other / Autre
13. a) yes for their technical and professional competencies We'd have to hire them as "intern" so they could gain workplace experience.
14 Improve NB Job Net
15. No written HR plan but we have a recruitment process. High turnover.
16. People that already receive E.I. or other forms of work substitute income, should be enrolled to training programs or assigned to work in place where they would at least gain some experience and keep up their skills.
17. Need close collaboration among all parties concerning training and initial, supervised work experience.

Individual Related / Relatives aux personnes
1. Competition among employers to recruit the best - Unsettled young applicants who are looking for a big wage and not much to do.
2. Many young people don't have a clue about the workplace: disciplines, team work, etc.
3. We feel well informed
4. Direct contacts with HR Depts: when we need help or when they have something new.
Employer Related / Relatives aux employeurs
12. Basic salary and a team performance bonus - A benefit package, a cafeteria and other services, slightly better than most employer in the area. We work under a collective agreement.
6. Basic salary and bonus ($10-12 hour) plus the benefit package
7. Non. Some turnover is normal in a sector like ours, which does not require a college diploma or other such studies.
8. Not much bureaucracy here. Management is very open to ideas and streamline as needed.
Government Related / Relative au gouvernement
9. Employment Centre when needed. A few years back, there was a program to initiate the young workers and other job seekers to the workplace ….it should be reinstated.
10. As a general rule, Govts and their officials are well intentioned and should be allowed the odd mistake like everyone else.
11. We have not seen too much red tape …we usually find what we need if it is available.
12. No problem. Agencies work together in order to provide the need services.
Other / Autre

13(a) We have hired such persons, generally in transit to other more technically demanding jobs. We do not really need post-secondary technically trained people but if they meet our criteria and want to work with us, we'll consider their applications.

13(b) Same as above, except that if they have experience, a proven work record and they meet our criteria, of course we are interested.

No special measures are required …we do not discriminate against any age group or level of training.

14. We use the information that we need as best we can. It depends on our needs at a given set of circumstances. We are satisfied with what we get and have no additional needs.

15. Yes have HR plans for short and medium term situations (whatever is necessary)

-Programs are in place to assist in this area and no need for new measures.

16. Non for now

17. The "Job Fair" approach has proven most beneficial to our company. Contacts with Depts, other employers and workers (seekers and other with potential for advancement) know our company better as a result. Should definitely be repeated.

Individual Related / Relatives aux personnes

1. Isolation of the Péninsule in employee searches (seldom anybody from outside applies)

-Lack of experienced engineers and metal fabrication technologists in Northeast NB

-Lack of realism about the workplace of fresh graduates (expectations, know it all, etc) when in fact they are apprentices and should be paid at that level for up to a year.

2. Often their first interview and have obviously not been given much coaching;

-Excellent level of interest (enthousiasm), team spirit, etc;

-Not used to work under pressure (short deadlines)…seems to be part of the local culture;

-The 'small community reality and spirit' intimidates 'locally-grown' supervisors: cannot give direction or reprimand a close friend or the son of a neighbour (protection/solidarity)

3. A labour market data bank for the Péninsule and its sub-components

4.Seekers and employers should advertise or have a media on the local scene, particularly for a new business in the area.

- Personal and direct contacts, including E-mail

Employer Related / Relatives aux employeurs

5.Our working conditions (salary, benefits, etc)are among the best in the area;

- The management style is very open, participatory, team oriented, employment security. We had to rely on word of mouth to become known among potential employees. Very few applicants from outside (even from Bathurst where we had to promote our company at the NBCC and get future graduates interested.

6. Using a local recruiting consultant (Reginald ?) with lots of contacts at all levels.

7. Getting better known and to indicate our permanency and growth plans, in order to attract experienced workers.

-Recognize and compensate for the difference in culture in the area (e.g. deadlines)

8. Non that relates to our production personnel …communications are very direct & fast.

Government Related / Relative au gouvernement

9. Training assistance (very straight forward and quick decisions)

-Salary subsidies for the integration and retention of employees is a way to share the risks of a wider scope of employee training and experience and remain viable.

-The assistance of the Corporation de développement (Normandeau) and all Govt officials that we worked with were pro-active and evidently interested in our project.

10. "Artificial" (make-work) projects which lead nowhere;

- Inadequate (detail) description of some program (e.g. training subsidy): the reference law, eligibility criteria, amounts available, etc.

11. -Sometimes a lot of paperwork for minimal benefits e.g. 50% salary subsidy at the minimum wage levels and it took from February to May 22 to get a decision (the students that we could have employed were all gone)

The training subsidy (Service d'aide à l'emploi) of HRDH was very complicated to use.

This is contrary to Tandem where it was clear, fast and administered by pro-active agents.

12. If Tandem is multi-agency based, it doesn't show …no adverse effect

Other / Autre

13. (a) Yes, at least 80, mainly for the technical knowledge and skills required
-Could increase by assisting in more work exposure and Co-op programs (12-15 weeks)
(b) Yes, for their experience and workplace maturity. Very few can use the computer and read the complex plans that we use.
-Could increase if qualified (upgrade their skills, etc) and apply for our job openings.

14. To follow the NB norms and regulations and to know about job seekers.
-Need more studies on working conditions and anticipated workforce needs.
-More information on programs and their diffusion (in some cases we were informed of some programs when their discontinuation was announced.

15. Yes, mostly in relation to our future needs and expansion plans, at the production level as wellas at the managerial levels.

16. It's important to have access to all Govt services through one contact

17. We collaborate already in the NBCC admission screening and we continue our partnership with HRDH(NB)

Individual Related / Relatives aux personnes

1. Non relative to the production workers. We get plenty of quality applicants.
- For the mgt level positions, attitudes compatible with our style (team and participatory)

2. The professional/technical competencies are usually very good but it takes several months to confirm compatibility with our mgt process.

3. Non.

4. Internet and E-mail concerning updates. Local development organizations are pretty good at keeping us abreast of information or providing answers to our questions.

Employer Related / Relatives aux employeurs

13. The best salary and benefit package in the area. We pay well but expect output.
- All employees have 1-2 training opportunities per year (refresher, new techniques, problem solving, planning, etc).
- We have a 5-year strategic plan (includes HR components) à la ISO, although we're not certified under any category

6. The work atmosphere: One of our fundamental values is "Employee satisfaction". Each week, all employees score their level of satisfaction on a number of aspects and anything below 6 is discussed with the employee and addressed (e.g. the air-conditioner in his tractor has not been repaired after 2 weeks).

7. We hire only people with a grade 12 or better and we lose some potentially excellent employees (mostly older one who never had the chance to complete High School)

8. Nothing too cumbersome, although we're large and multi-national

Government Related / Relative au gouvernement

9. The data bank on seekers but we usually have 20 applicants for each vacancy. Our only few problems have been with recruiting mgt staff.

10. The E.I. and other social benefits are still attractive to some workers. They do not wish to work year round.

11. Major improvements over the last 10 years …much less red tape. Approval delays remain an issue and we often do not bother, although Tandem has illustrated the potential for a lot of flexibility.

12. We usually rely on one contact person who guides us through the various agencies.

Other / Autre

13. a) Yes for their training and it is easier to mold a young person into our mgt style. We have had very good luck with NBCC graduates who were sent for work experience. It should also be done with university graduates.
We will hire more when we have vacancies or expansion.
b) Yes but few because of our grade 12 constraint.
We would hire more if more qualified although it is often physical work.

14. We do not use much of it.
We would welcome information on new or amended or discontinued programs

15. We have what we need. In some States, (Michigan with unemployment rate 0.4%) we need well developed HR measures to keep our employees satisfied.

16. Training programs for university graduates to gain experience and allow us to assess their capabilities and compatibility with our mgt philosophy.

17. Govts must gain a better understanding of industry and vice-versa. It is easier to collaborate if we know each other well, what makes us tick, the challenges we face, etc. It is beyond the HR sector but it is directly related.

Individual Related / Relatives aux personnes

1. Competition for quality employees in the Madawaska region.
- Attracting and retaining employees from high unemployment areas.

2. Generally good workers, depending on their family values

3. We have all that we need and more

4. Direct interpersonnal contacts and Internet

Employer Related / Relatives aux employeurs

14. A good basic salary and benefit package + yearly bonus for staying (boni d'ancienneté of up to $1500) a productivity bonus and profit sharing.
-We do not have a HR Plan per se. It is more an approach whereby we maintain very open communications and involve our people in all decisions that concern them e.g. changes to processes, machines, even tapping new markets, etc.

15. –The Toyota system (value-added production) i.e. recognize our employees (via their ideas), prioritize their concerns, etc.
–We are integrating more and more women in all our value-adding jobs.
- Spotting candidates who enjoy manual work (interview and while on probation).
-We have gone from 60 to115 employees in 5 years so something is working

7. The image of our company needs to be improved (shingles, laths, bark mulch ...). Some day our reputation in the area will be as enviable as it is in Boston. where our products and services rate us as No. 1

8. Non

Government Related / Relative au gouvernement

9. Responding to our expressed needs e.g. a joint effort by all the wood processing industries of the area to train a pool of workers for our current and future needs. Now time to do it again.
-Job Fair was very successful in improving our image and the pride of our employees.
-Tandem is very helpful when we create new jobs
-Advice and support from Govt employees who know our issues and help resolve them

10. Direct subsidies to business should not go to large firms to reward them for doing what they should do and will do anyway. Limit subsidies to help attain social objectives (integrating minorities. pay equity catch up ...) or for value-adding innovation by SME's.
-Subsidy and other program abusers waste tax money and hurt our reputation abroad.

11. Nothing encumbering

12. Very often with excellent results. Fed-prov. one-stop shop is excellent.

Other / Autre

13. a) Not currently, except for Summer jobs for university students.
Will employ some in the future. for their technical and other (administrative) knowledge.
No incentive needed. it must be justifiable business wise.
b) yes. mostly women. for their work habits. productivity and life-skills
As our needs expand. we will look for more

14. To evaluate (compare) our competitive situation and the availability of workers.
-The structuring of targeted training for our wood processing cluster was achieved on the basis of such information.

15. We are moving in that direction for the training of our supervisors and to provide a framework for 'work exposure' and other students and probation stages.

16. Target training to the current and anticipated needs of clusters.

17. Every stakeholder should participate in the job/worker matching process: begin with the schools; workplace exposure with us: Junior Achievers; ……teach perseverance.

Individual Related / Relatives aux personnes

1. Lack of time to devote to recruiting
- Lack of qualified/accredited (e.g. Microsoft certified) applicants

2. Generally satisfactory. We emphasize interpersonal relations abilities (e.g. team work), initiative, resourcefulness

3. A data base containing the names of people available and their qualifications

4. Internet, (Job Net); Word of mouth; the main advantage of an ad in the paper is the publicity impact (very few applications)

Employer Related / Relatives aux employeurs

16. Evaluation of our needs in various components of our business;
- Career and training plans for each employee;
- Internal competition (first refusal);
- Competitive salary and benefit package;
- We have no long term HR Plan because the I.T. business changes every day.

6. Internal promotions and our good reputation.

7. Growing too fast and the fluidity of the sector and the market (from upgrading to ISO)

8. Our ISO 9002 are a bit heavy but thorough (will likely also be 9001 for course design)

Government Related / Relative au gouvernement

9. The I.T component of the NB Job Net
- Tandem Partners for the training

10. Some criteria are too rigid e.g. cannot qualify people that were employed elsewhere or that are not recipients of E.I.

11. Take too long for a decision (2 weeks)

12. Never had any positive or negative

Other / Autre

13. a) Yes, our employees need a College diploma as a minimum.
We'll hire more if the market for our services increases.
b) Very few, because we seldom have people over 50 apply (is it because we're in I.T.?)

14. I.T. Job Net to identify candidates and to set our standards (normes)
-Need a data bank that offers more specific information and on a regional basis.

15. We do HR planning on a yearly basis (the I.T. sector evolving so fast).

16. Financial assistance for recent graduates to gain work exposure (at present the Co-op program is at our expense). It should help both employers and students.
- Need to develop capabilities within host firms to make it worthwhile for both parties.

17. Need a work group to carry out some in-depth analyses on some of the basic issues and to mobilize local, regional and wider communities, business sectors, governments and the financial interests, to address those issues in each region

Individual Related / Relatives aux personnes

1. Lack of appropriate media to advertise openings and to screen applications. Currently the only vehicle is l'Acadie Nouvelles (costly and does not reach many seekers) …need an Employment Centre.
- Lack of personnel in Govt services: The variety of jobs, each with its requirements, cannot be screened electronically.
- Image of employers/entrepreneurs …if we are successful, we must abuse our people.

2. There is no perfect fit initially, but they eventually adapt and reach the needed level of performance. It

cost me $1500 (3 ads over 3 months) to staff a Pastry cook position.

3. Lists of people looking for work or to upgrade, with their qualifications and expectations.

4. Information leaflets, employment bank, a staffed Employment Centre

Employer Related / Relatives aux employeurs

5. We provide an average or better salary and benefit package
-Not a real HR Plan but some expansion plans as needed.

6. Ads, roadside posters and "illuminated bulletin board" on side of building.
- We have a good selection process. Very little turnover once hired. It is not easy in a small community, where old friends lobby for me to hire their son or in-laws, etc.

7. Non

8. Non

9. I have been made aware of Partners only 3 months ago. Are there others? … in gist
- I'm not aware of any for an existing business, except if we want to hire E.I. recipients.

10. Income taxes for businesses does not recognize the level of indebtedness.

11. Workers Compensation has unexplained ups and downs

12. Yes and I presume that it explains that my Nov 3 application took 7 months to decide while we had to bridge finance and delay production.

Other / Autre

13. a) yes for the level of technology needed (machinist). To hire more post-secondary recent graduates, we will have to develop our own indicators of initiative and persistence.
b) Not needed up to now and may in the future. There is nothing that hinders or entice their recruiting if they meet the job requirements and want to work.

14. The information is useless unless there is a common bridge between the seekers and the potential employers … a staffed Employment Centre.

15. I cannot know what I'll need until the opportunities arise and then we plan to capture our share of it

16. Need that Employment Centre.

17. Provide personalized services to help rural seekers find jobs in urban or rural areas.

Individual Related / Relatives aux personnes

1. Recruiting qualified persons who are willing to work;
Finding versatile welding technicians who can be part of a team.

2. Not very well. They either come from the pulp mill and can only do a few specialized welds, or they are just out of school and need up to 3 years of on-the-job training.

3. There is a lot of information which we do not use (data banks, ads, etc)
Need to be informed about programs (existing and new) that could help us when it is needed (e.g. continued EI payments while employees are sent for training …save wages)

4. Direct contacts by advisors and consultants that we call on. Consultative forums and networking opportunities with other entrepreneurs such as Job fairs, etc.

Employer Related / Relatives aux employeurs

5. Work environment: above average wages, benefits (sick leaves, vacations, recognize family concerns, etc)
Training of young workers (Partners' Program) and "practicum" for Colleges students.

6. Word of mouth by our 75 employees, us and others. Will also attend the Job Fair.

7. To date, very few employees have left our company dissatisfied.

8. We lack internal policy which will cause problems in the future (working on it).

Government Related / Relative au gouvernement

9. Hiring and training assistance (it reduces the cost of the risks associated to hiring)
Educational and training services, which we tend to take for granted.
Employers should be "forced" to invest at least 1% of their salary envelope to employee training (as in Québec)

10. Too much rigidity in the implementation of programs e.g. workers should be allowed to receive social

benefits while on any kind of training investments by employers.

11. Criteria are often too restrictive and one must "cheat" in order to qualify.
Recent changes to a new budget resulted in employees having to complete a whole new set of forms in order to receive the remaining two months of program benefits.

12. It was O.K. when all officers worked as a team. Otherwise it's an added problem.

Other / Autre

13a. Yes (2). One came for his practicum and we kept him. We have targeted young workers so as to get them in entry-level jobs, to train and evaluate them as they progress. Opportunities to try them on, see how they fit, etc would entice more hiring
13b. Yes, people with specialized skills that we need, people with experience and for management or administrative roles in the company. If they are qualified, no age discrimination.

14. We do not use such information. We have to do our own recruiting at the time we need employees. Not much could help us.

15. We do some HR planning although not much is in writing. We have a succession plan and have hired a management consultant to help us plan our HR needs for the future. ACOA already has an excellent program to help us with this, but we only learned about it recently from our accountant.

16. Inform potential users of existing program and keep them current on changes.
Share the result of studies concerning the workforce. There is a shortage of workers.

17. I sit on the Community College Advisory Committee and other such groups in Campbellton and in Bathurst;
Students come to our company for their practicum
Promote investments (document and diffuse results) in training and skills development.

Individual Related / Relatives aux personnes

1. -Recruiting people with experience.
-High turnover (which appears to be normal for hard physically demanding jobs).
-Lack of classification (or box) for sylviculture workers in job banks, etc.
-Tapping the local labour pool: There appears to be a stigma concerning manual forestry work and most young people wish to do better than their parents and grand-parents by staying out of it.

2. Lack of experience is the main shortcoming (for worker safety, forest fire risks and the consistency of quality work (to pass inspection of DNR&E foresters).
-With all the learning institutions around, non provide a commercial thinning certificate, so all new employees have to be on probation until trained (or recognized as trained).

3. A standardized classification for our jobs and information on the pool of people that may have an interest. We've put ads with HRDC job lines but not much came from it.

4. Regular mail is the preferred way to communicate with us.

Employer Related / Relatives aux employeurs

5. Ads in Job Lines
-Reasonable working conditions: wages ($1000-1200/week) plus meals and on-site accommodation. We even reward employees who return from year to year.

6. A combination of good pay and employee understanding by the supervisor

7. Contracting for a price and a quality level without knowing if we can recruit qualified workers cannot last long, unless we get help (wage subsidy) for inexperienced worker training, etc. The contingency plan becomes more elaborate than the project and we have to pay maximum insurance rates (compensation, forest fire risks, etc)

8. We have non of that.

Government Related / Relative au gouvernement

9. Wage assistance programs help us share the risks of hiring new workers
-Listing of our needs at Employment Centres is sometimes useful "…you get calls", but most of the time, people don't know what the job is about and its requirements.

10. Short-term make-work projects take work away from us and spoil potential employees by allowing unacceptably low quality work …to make stamps sitting on a stump.

11. Nothing unreasonable

12. No problem yet in NB (Had multi-agency problems in NF)

Other / Autre

13. Yes, Forestry technicians for their technical skills (computerized mapping and stuff).
-I would employ 2 more if I expand my crew by 15 workers
13(b) not now but I have in the past, because of their experience. I would not likely employ more because of the hard physical work involved.

14. Not aware of any that suits our needs. We need a standardized classification for the forestry thinning trade

15. Yes we have plans but not much on paper

16. Need an Institute of sort to develop a specialized training program for the sylviculture trades and open up careers for young people.
- A subsidy to share the risk of recruiting inexperienced workers (50% for 5-6 months)

17.-Joint efforts in training and assisting us develop this trade in the region. (There are resources for all sorts of programs that are less beneficial than this one would be).

Individual Related

Q. 1

- trying to find qualified people
- both Saint John and NBCC graduates are not qualified for insurance jobs
- we call colleges all the time

Q. 2

- they're ready to work, but just not qualified
- other characteristics are OK

Q. 3

- nothing - we advertise but they're just not out there and haven't been for a long time
- many start with employers, but when they've learned enough they start their own shops

Q. 4

- N/A; no problem

Government Related

Q. 5

- we keep staff numbers to just what we need; all get "full time", plus a Health Plan
- we use the "Partners Program" to bring in people on trial; people coming out of community colleges must then be unemployed for two weeks to be eligible for "Partners"
- "Partners" is a "great program"

Q. 6

- just the ads and phone calls

Q. 7

- nothing at all

Q. 8

- none
- C.P.P. and E.I. contributions should be cheaper for employers
- W.C. charges are too high; we've never made a claim
- charges should be by area, if not specific company; not by industrial sector

Q. 9

- Community Colleges and "Partners" are all we use, both successfully

Q. 10

- N/A; haven't had any problems

Q. 11

- "I have no idea"
- the "Partners" program paperwork is simple and straight forward and the program managers are very helpful

Q. 12

- no

Other

Q. 13(a)
- Yes! - we add to training they bring
- we'd hire more, if they were available
- the skills they need are constantly changing

Q. 13(b)
- yes, some for the same jobs as the younger people
- if they had the right experience, they'd hire them
- we'd train from scratch if they're really interested and capable
- we hire supervisors just for such "apprentices"

Q. 14
- we call the EI office, but we don't really need services beyond that

Q. 15
- don't need to! - "Partners" program managers are enough

Q. 16
- keep "Partners" Program going

Q. 17
- no idea!
- The 50% wage contribution of the Partners Program is a great help

Individual Related

Q. 1
- finding marine-skilled individuals available seasonally
- the skilled ones want 12-month work, which we're just getting to
- 12 employees in low season, 28 in high
- marine engines and fiberglass skills lacking
- tour boats need certified captains

Q. 2
- some are fairly highly paid as skilled people, but they lack management skills
- if we train them, they move on
- limited success with the Partners Program even though their people are good
- could use a little more flexibility in their rules

Q. 3
- no; N/A

Q. 4
- N/A

Employer Related

Q. 5
- we're lacking; as a mom and pop operation, we're limited
- we're looking at becoming more sophisticated

Q. 6
- I'm not directly involved in hiring; the owners do that. I'm not familiar with this issue

Q. 7
- no benefits packages and some at minimum wage
- seasonal nature of the work
- some with a genuine desire to work, but can't afford to give up benefits available under S.A.
- there should be a "bridge" to help those people back into the work force; employers can't afford to pay that difference and it's an impediment to recruiting retaining people

Q. 8
- some streamlining would help

Government Related

Q. 9

- we haven't used government programs to recruit employees; we've used "Partners" for training
- at E.I., they lump people into too-large categories; if they look for marine engine mechanics they too often get automotive mechanics

Q. 10

- there's a student program that exists that we'd like to take better advantage of
- it would be nice to get a little government help with the wage expenses of operating our tour boat; it's not feasible to take out smaller groups

Q. 11

- can't answer that
- people at the Partners Program are good to deal with
- people employed 8, 9, 10 months are better off than not at all
- program should accommodate this

Q. 12

- only the student and Partners Program provincially
- with the exception of flexibility, programs are well received

Other

Q. 13(a)

- no, we don't hire recent graduates
- the mechanics have NBCC certification
- we should pursue that

Q. 13(b)

- yes, we do
- the older workers are retained longer
- there's more certainty/stability that they bring - they "care

Q. 14

- really don't know what's available
- we don't use anything from government

Q. 15

- more flexibility by the owners; they're fixed in 30 years' experience
- they regard such things as expenses, not investments

Q. 16

- assistance with seasonally employed
- students are trained academically but we need to train for specific skills

Q. 17

- the co-op programs especially with NBCC's would be an excellent venture for both the student and the employer

Individual Related

Q. 1

- we're a little different
- on administration side (office skills and financial skills) those are lacking; attitude and effort can not be discerned in interviews
- on the technical side, we capture our own graduates

Q. 2

- we groom our own IT folks
- re: administration side, there's a lack of "real" office knowledge

Q. 3

- packages should be available that assist with aptitude and benchmark potential performers
- it would be a useful screen

Q. 4

- an electronic format
- something on the Net

Employer Related

Q. 5

- we have the luxury of drawing from the pool of our own students
- we offer performance-based bonuses and stock options
- they compare their packages to US packages and we still lose them

Q. 6 (see Q. 5)

- also, we use Atlantic Canada Careers, an on-line privately operated job bank
- their people are very good
- they also describe to "Monitor", the largest employer-employee exchange in the world – again, privately operated (7 million registered)
- JobNet suffers by comparison, but is getting better
- this would be the way to attract NB'ers back home, especially those with IT skills
- you can invest $ to have different "filters"

Q. 7

- we demand timelines; if people won't commit, we don't retain them

Q. 8

- we're tight and flat
- if anything, we should add red tape, especially in the form of an employee manual

Government Related

Q. 9 "Partners" is a good program, a "wonderful" program

- we'd like to be able to do mentorship under a subsidized program
- we've got a good relationship with government

Q. 10

- we do a lot of work in the US
- we still have trouble getting people into the US to do project work
- free trade hasn't extended far enough on the manpower dimension, but has gotten better

Q. 11

- see Q. 10
- there should be greater mobility of workforces

Q. 12

- yes, with excellent results IRAP and Labour
- no problems with either level

Other

13(a)

- yes, 90%
- "more" is N/A

13(b)

- yes!
- if they have the skills, we hire them
- the cost of the health benefit goes up, the cost of training per year of career goes up, but it adds maturity to the workforce, a calming effect

Q. 14 N/A

Q. 15

- we're being forced to buy business growth
- we must plan better to recruit, train and promote, etc.

Q. 16

- a program under which our already trained, experienced people could mentor the younger workers when they're displaced from earning revenue for the company

Q. 17

- more of Partners and a new mentorship

Individual Related

Q. 1

- people that want to work nights and weekends for minimum wage - no blame attached: a bad economy that doesn't allow him to pay more

Q. 2

- job readiness is "terrible" - there's a lack of respect pride in what they do - 90% have no "job pride"

Q. 3
- none - I've got all the information I need
- he posts ads with E.I. or posters in windows

Q. 4
- N/A

Employer Related

Q. 5
- health benefits and profit-sharing for regular, full-time employees
- we'd get picked over other fast-food outlets
- they still look at it as just a job; they come late, steal, etc.
- just can't find young people to keep employed; we're constantly training; they keep leaving
- might be going to more older workers to get part-timers with a better attitude

Q. 6
- "help wanted" signs in the window
- attempting to treat them with dignity and expecting the same in return

Q. 7
- open late on nights and weekends
- requirement for late shifts

Q. 8
- N/A

Government Related

Q. 9
- only one that helps is the wage subsidy program call "Partners"; it allows him to hire better supervisory/managerial people - it's there for six months
- nothing helps with the minimum wage/entry level people

Q. 10
- N/A

Q. 11
- N/A

Q. 12
- no, has not been

Other

13a. does not; they won't work for minimum wage; when I've tried they don't stay long before they leave for work in their own field

13b. just beginning to look at this potential; more applicants in the age category would be well received

14. Doesn't use it presently - no interest

15. Information about the practice, what it would do for the company and how to go about it ...

16. Job training and money management courses at the junior high and high school levels - respect for the dignity of work and its importance - it's more important than "who invaded Normandy?" or "where is King Tut's tomb?"

17. the work exposure programs of George Street Middle School should be in every school, not just for a few weeks, but year round

Individual Related

Q. 1
- finding people who want full-time, 4 season work
- too many want winter E.I. and that Department supports the individual and not the employers
- one individual did it to 3 employers

Q. 2
- high school should focus on interview skills, resumé writing, etc.
- even adults need these skills
- there's nothing here and it needs to be taught

- school graduates here don't know the range of employment options available to them

Q. 3
- better networking between employers and E.I. centres; we've given up on the E.I. centre in St. Stephen

Q. 4
- job banks should be available, the Internet being perfect for the task

Employer Related

Q. 5
- competitive salaries and benefits
- adequate training and continuous support plus "EXTRAS"
- Christmas bonuses, summer BBQ's, ski vacations
- bonuses at end of production year

Q. 6
- see answers in Q. 5 re: "extras"

Q. 7
- nothing

Q. 8
- nothing

Government Related

Q. 9
- there's nothing available to help us
- we do our own advertising on community TV

Q. 10
- none there to "get in the way"

Q. 11
- let small business know more about what is available
- other than "Partners", which we "love to death", there's nothing we're aware of

Q. 12
- No, we haven't! There are not many departments willing to help small businesses. I'd love to have information if there are existing programs.

Other

13.(a)
- yes, we do!
- we have because they bring better experience (e.g. bookkeeping)
- if there were more with aquaculture, we'd hire them

13.(b)
- only one we hired recently, quit because work was too hard
- might work in the office, but on the farm the work is harder and the summer hours longer
- limited application to our job s

Q. 14
- none available to us!

Q. 15
- we try to anticipate total manpower requirement
- it's important to us not to overwork our people

Q. 16
- anything related to small businesses: it seems that's where governments like to cut
- I can guarantee we'd hire more if we could get some training subsidy
- We have "no clue" what's out there

Q. 17
- all of the examples would be helpful if they were available through a single liaison person
- meetings with such a person would be very helpful
- government - small business meetings to explain available programs/services even if there need to be fees to pay the costs of such meetings
- it doesn't have to be free